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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017

Report of the Secretary-General

Summary

The proposed estimates for the support account for peacekeeping operations, including enterprise resource planning and information and systems security, for the period from 1 July 2016 to 30 June 2017 represent an overall reduction of 1.3 per cent compared with authorized resources for the current period.

Post and non-post requirements increased by 3.3 per cent, offset by a 45.1 per cent reduction in requirements for enterprise resource planning and information and systems security. The number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 141,549 to 137,859 and the number of civilian personnel is expected to decrease from 22,830 to 22,375 in 2016/17.

New emerging requirements identified in the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the subsequent report of the Secretary-General on the recommendations of the Panel (A/70/357-S/2015/682), and interlinked requirements relating to human rights, the prevention of sexual exploitation and abuse and the safety and security of staff resulted in a net increase of four posts and general temporary assistance positions in the Office of the United Nations High Commissioner for Human Rights, three in the Department of Peacekeeping Operations, three in the Department of Safety and Security, two in the Office of the United Nations Ombudsman and Mediation Services, one in the Office of Legal Affairs, offset in part by a net decrease of one post in the Department of Field Support, and one in the United Nations Office to the African Union, together with anticipated Umoja benefits throughout the support account.

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The $10.1 million increase in post and non-post requirements relates mainly to the inclusion of requirements for net 11 new posts and general temporary assistance positions ($2.2 million), in addition to the proposed transfer of 9 posts from the Global Service Centre to the support account ($1.3 million), a reduced vacancy factor for Professional posts ($2.1 million), updated salary and common staff costs ($1.8 million), costs associated with the triennial Working Group on Contingent-owned Equipment ($1.9 million), an increase in after-service health insurance costs ($0.5 million) as well as costs associated with the proposed assessment centre in Bonn, Germany ($0.3 million).

In summary, the present report includes proposals for $314.5 million for post and non-post requirements, compared with $304.4 million for the current period, an increase of $10.1 million, and $332.1 million, inclusive of enterprise resource planning and information and systems security, compared with $336.5 million in the 2015/16 period, an overall reduction of $4.3 million, providing for a total of 1,365 posts (taking into account the proposed creation of 18 new posts, abolishment of 11 posts, conversion of 2 general temporary assistance positions to posts and transfer of 9 posts from the Global Service Centre) and 116 general temporary assistance positions (taking into account the proposed creation of 6 new positions, discontinuation of 2 positions, conversion of 2 positions and continuation of 110 positions).

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	213 100.6	214 631.0	222 167.8	7 536.8	3.5
II. Non-post resources					
General temporary assistance	20 615.5	18 189.4	17 680.0	(509.4)	(2.8)
Consultants	3 450.7	6 049.6	6 123.0	73.4	1.2
Official travel	9 237.9	9 638.2	10 523.9	885.7	9.2
Facilities and infrastructure	22 892.0	22 986.4	23 147.8	161.4	0.7
Ground transportation	–	–	109.3	109.3	–
Communications	2 400.2	2 071.1	2 722.8	651.7	31.5
Information technology	17 076.2	14 484.0	15 558.4	1 074.4	7.4
Medical	–	–	143.1	143.1	–
Other supplies, services and equipment	14 517.3	16 317.9	16 313.6	(4.3)	(0.0)
Subtotal, II	**90 189.8**	**89 736.6**	**92 321.9**	**2 585.3**	**2.9**
Total, I and II	**303 290.4**	**304 367.6**	**314 489.7**	**10 122.1**	**3.3**
Enterprise resource planning	20 054.7	31 306.7	16 830.4	(14 476.3)	(46.2)
Information and systems security	821.5	821.5	821.5	—	—
Gross requirements	**324 166.6**	**336 495.8**	**332 141.6**	**(4 354.2)**	**(1.3)**
Staff assessment income	26 123.5	25 868.4	26 935.2	1 066.8	4.1
Net requirements	**298 043.1**	**310 627.4**	**305 206.4**	**(5 421.0)**	**(1.7)**

Human resources

	2015/16			2016/17			Change		
Category	*Post*	*Position*	*Total*	*Post*	*Position*	*Total*	*Post*	*Position*	*Total*
Professional and higher									
D-2	8	–	**8**	9	–	**9**	1	–	**1**
D-1	28	1	**29**	32	2	**34**	4	1	**5**
P-5	125	5	**130**	128	5	**133**	3	–	**3**
P-4	425	31	**456**	435	32	**467**	10	1	**11**
P-3	303	48	**351**	309	48	**357**	6	–	**6**
P-2/P-1	29	3	**32**	29	3	**32**	–	–	**–**
Subtotal	**918**	**88**	**1 006**	**942**	**90**	**1 032**	**24**	**2**	**26**
General Service and related									
Principal level	32	2	**34**	32	2	**34**	–	–	**–**
Other level	342	20	**362**	336	20	**356**	(6)	–	**(6)**
Field Service	27	–	**27**	25	–	**25**	(2)	–	**(2)**
Security Service	3	–	**3**	3	–	**3**	–	–	**–**
National Professional Officer	–	–	**–**	1	–	**1**	1	–	**1**
National General Service	25	4	**29**	26	4	**30**	1	–	**1**
Subtotal	**429**	**26**	**455**	**423**	**26**	**449**	**(6)**	**–**	**(6)**
Total	**1 347**	**114**	**1 461**	**1 365**	**116**	**1 481**	**18**	**2**	**20**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
DDR	disarmament, demobilization and reintegration
DFS	Department of Field Support
DM	Department of Management
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FS	Field Service
HRISS	Human Resources Information Systems Section
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GSC	Global Service Centre
GTA	general temporary assistance
ICSC	International Civil Service Commission
ICT	information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NGS	national General Service
NGO	non-governmental organization
NPO	National Professional Officer

OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
ROLSI	Rule of law and security institutions
RSCE	Regional Service Centre in Entebbe
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNMAS	United Nations Mine Action Service
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
VSAT	very small aperture terminal

I. Introduction

A. Level of peacekeeping resources and the support account

Overview

1. The number of military and police personnel in United Nations peacekeeping missions and UNSOS is expected to decrease from 141,549 in 2015/16 to the 137,859 currently projected for 2016/17 on the basis of current mandates decided by the Security Council. The number of civilian staff approved for United Nations peacekeeping missions and UNSOS is 22,830 in 2015/16 and is expected to decrease to 22,375 in 2016/17 (see tables below).[1]

Support account as a percentage of peacekeeping missions, 2011-2017

	2011/12 (actual)	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (approved)*	*2016/17 (projected)*[a]
Budget levels (millions of United States dollars)						
Support account[b]	297.6	292.3	296.3	303.3	304.4	314.5
Peacekeeping missions, UNSOS and RSCE	7 152.9	6 889.3	7 136.8	7 900.3	7 867.3	7 830.9
Total[b]	**7 450.5**	**7 181.6**	**7 433.1**	**8 203.6**	**8 171.7**	**8 145.4**
Support account[b] as a percentage of peacekeeping missions, UNSOS and RSCE	4.2	4.2	4.2	3.8	3.9	4.0

[a] Reflects preliminary estimates for the 2016/17 period pending the finalization of some budget proposals.
[b] Excluding provisions for enterprise resource planning and information and systems security.

Overview of human resources for peacekeeping operations, 2011-2017

	2011/12 (approved)	*2012/13 (approved)*	*2013/14 (approved)*	*2014/15 (approved)*	*2015/16 (approved)*	*2016/17 (projected)*[a]
Number of missions						
Peacekeeping missions and UNSOS[b]	15	15	14	15	15	15
Number of approved personnel						
Military and police personnel authorized by the Security Council	130 285	127 829	135 452	149 264	141 549	137 859
Civilian staff in missions and UNSOS	24 291	23 694	22 808	22 542	20 917	20 029
RSCE	–	–	–	–	–	422
GSC	401	423	420	424	452	443
Support account	1 458	1 429	1 435	1 458	1 461	1 481
Total	**156 435**	**153 375**	**160 115**	**173 688**	**164 379**	**160 234**

[a] Reflects preliminary estimates for the 2016/17 period pending the finalization of some budget proposals.
[b] Excluding UNMOGIP and UNTSO, which are funded from the biennial programme budget.

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[1] See also A/70/749, sect. I, for the overview of financial resources.

2. The level of authorized uniformed personnel reached record highs in the 2014/15 period, with approximately 150,000 authorized uniformed personnel in the field, supported by United Nations resources of approximately $8.3 billion. The level decreased by 7,715 uniformed personnel in the 2015/16 period and decreased further still for the 2016/17 period by 3,690 uniformed personnel, principally because of the continued mandated drawdown of UNMIL (4,728 uniformed personnel), offset in part by an increase in the authorized uniformed personnel for MINUSCA (1,030 uniformed personnel).

3. Pursuant to the request by the General Assembly that the level of the support account be reviewed on a regular basis, and given the changes in the number, size and complexity of peacekeeping operations, the Secretariat has thoroughly reviewed the requirement under the support account, further realigning the resources to the emerging priorities of the Organization, as highlighted in the recent report by the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the subsequent report by the Secretary-General on the future of United Nations peace operations (A/70/357-S/2015/682). The result is an establishment of 24 posts and general temporary assistance positions (18 and 6, respectively), offset by an abolishment of 13 posts and general temporary assistance positions (11 and 2, respectively), that realigns the capacity of the support account by reprioritization of activities in the areas of strategic communication, force generation, peace sustainment programmes, prevention of sexual exploitation and abuse, environmental responsibility, medical, safety of staff and human rights initiatives. In addition, the budget includes proposals to transfer a total of nine posts from GSC to the support account, comprising four posts under the Standing Police Capacity and five posts under the civilian predeployment training team, as explained below in paragraphs 144 and 191, respectively. The transfer of resources to the support account through abolishment and re-establishment of posts in the respective locations reflects the effort to improve efficiencies under the mandated activities, as well as efforts to confront new and emerging challenges of peacekeeping operations through the realignment of existing capacities.

4. With the exception of a few identified priority activities and proposals, which are explained in paragraphs 17 to 51 below, the level of resources proposed by the Secretariat is below the approved level for 2015/16, which shows the commitment of the Secretariat to prioritize activities and realize efficiency gains from the implementation of Umoja at Headquarters.

5. Meanwhile, on the post and general temporary assistance resources, on the basis of the recommendation of the Advisory Committee in its report (A/69/860), vacancy factors and common staff costs have been adjusted, which has an upward impact on the financial requirements, as explained in paragraphs 21, 22 and 53 to 55 below, and the standard salary costs have also been updated, as explained in paragraphs 23 and 52.

6. As a result, the financial resources required for the support account for the 2016/17 period are estimated at $314.5 million (excluding provisions for enterprise resource planning and information system security), representing an increase of 3.3 per cent, compared with the 2015/16 approved appropriation. The Secretariat has made efforts to streamline resource requirements, as indicated by the abolishment of posts and positions, as well as reduction in the operational costs in certain areas, including the realization of the benefits of Umoja. However, they are

offset by the additional demand put on the Secretariat in backstopping increasingly complex peacekeeping activities; the augmentation in salary requirements driven by realistic assumptions for incumbency and common staff costs, and unavoidable increases in other costs, such as the after-service health insurance requirements, rent for office space and information technology charges in Entebbe. The proportion of the support account requirements proposed for 2016/17 is 4.0 per cent of the projected total resources for peacekeeping missions, UNSOS and RSCE for the same period, compared with 3.9 per cent in 2015/16. Further information on the resource requirements proposed for the 2016/17 period, compared with those approved for the 2015/16 period is provided in section B below.[1,2]

Overview of the activities under the support account

7. In 2016/17, DPKO will strengthen integrated strategic planning and political and operational guidance; improve reporting to and consultations with the Security Council, troop- and police-contributing countries and the General Assembly, as well as with parties to the conflict, host countries and other stakeholders; improve the monitoring and measuring of progress towards mandate implementation; support the prevention and management of crises, through the provision of conflict analysis, contingency planning, situational awareness and crisis facilities; promote effective transition strategies; conduct periodic assessments and reviews to ensure alignment of mandates with required capacities, capabilities and resources; identify reform initiatives emanating from the recommendations contained in report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446), the Review of the United Nations Peacebuilding Architecture and the Global Study and High-level Review of the implementation of Security Council resolution 1325 (2000) to empower the field; strengthen partnerships with regional and subregional organizations and other peacekeeping partners; make recommendations incorporating lessons learned and best practices; ensure the implementation of military standards and the operational readiness assurance framework; strengthen performance through specific evaluations and reviews; improve the ability of missions to effectively implement core mandates, in particular the protection of civilians; develop and implement joint strategies and initiatives under the Global Focal Point on Police, Justice and Corrections Areas; continue to develop and implement practical policy, guidance and training initiatives; advance strategic force and police generation, in particular, of enabling capacities; systematically leverage the power of modern technology as a strategic and operational enabler; strengthen the organizational resilience and preparedness of field missions.

8. Continuously improving field support is a critical endeavour for United Nations peacekeeping and DFS. Stakeholders expect rapid, effective, efficient and responsible solutions that can help missions to succeed. Through the global field support strategy, the United Nations has made progress over the past five years towards these expectations. Persistent performance gaps, lessons learned from the strategy, recommendations from high-level review panels and insights from oversight bodies call for further reform in the years ahead. A concerted long-term effort will be required to achieve operational excellence in field support, so that it is able to deliver against stakeholder expectations reliably, consistently and sustainably. The Department will focus on a small and flexible set of priorities in 2016/17 to enhance

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[2] See also A/70/779.

its capacity to perform, including: (a) improving supply chain management; (b) strengthening environmental management; (c) advancing technology and innovation; (d) strengthening human resources management and support to Organization-wide goals, including investing in human capital; and (e) combating misconduct. Two initiatives are launched under the global field support strategy that will continue to shape service delivery for field missions. The first is to continue improving the performance of shared service providers. The second is supply chain management. GSC, comprising the sites at Brindisi and Valencia, and RSCE will continue to play a critical role in this regard.

9. During 2016/17, the Department of Management will continue to provide core support services to the field in the areas of Organization-wide initiatives, financial policy, services, management and budget preparation; human resources policy and services; asset management policy and procurement services; and information communications and technology policy and system development. The Department will progress initiatives for peacekeeping operations, both Organization-wide and field specific, including: (a) in finance and budget management, transitioning to long-term sustainability of IPSAS compliance and IPSAS benefit realization; development of budget formulation and monitoring tools (including with Umoja Extension 2) to increase the monitoring of effective resource utilization and improve the format and presentation of the budget reports; (b) in human resources, improving quality control and standards for the provision of medical services in the field; the supporting the enhancement of the talent management system (including Inspira) in the field; progressing the Secretary-General's initiative to enhance staff mobility; coordinating and facilitating the implementation of mandatory performance management training as well as providing guidance on human resources, including the continuing appointments, termination of appointments, outside activities and child/family support issues; (c) in the area of asset management and procurement, enhancing procurement services for peacekeeping operations with efficient use of the Regional Procurement Office as well as planning for its formal establishment, in accordance with General Assembly resolution 69/273; maintaining the Award Review Board, which assesses procurement challenges filed by unsuccessful vendors and conducts evaluations of contested administrative decisions; progressing the implementation of a new solicitation methodology for the acquisition of air assets and logistics services; and executing procurement strategy to achieve the modularization component of the global field support strategy, thereby ensuring an appropriate balance between compliance with the Financial Regulations and Rules of the United Nations and operational flexibility and expedited delivery; and (d) in the area of information and communications technology, support activities for the integration of Umoja Extension 1 functionalities for cluster 5, the decommissioning of Galileo as well as centrally managing Umoja material, service, asset, vendor and other master data; the implementation and maintenance of information technology systems in peacekeeping operations, including those developed specifically for the field and strengthening information and systems security.

10. In OIOS, the Investigations Division will continue to give sustained attention to finalizing the investigation of pending cases and reduce the case backlog while introducing further efficiency measures. To improve efficiency, the Division is working towards: (a) the successful implementation of the single global standardized case management system to track allegations cases; and (b) a newly developed and improved investigation training programme contributing to enhanced

investigation capacity and the professionalization of the investigations function. The Internal Audit Division will introduce the following initiatives to peacekeeping operations for improving effectiveness and efficiency in peacekeeping operations: (a) the gradual inclusion of performance audits in the annual audit workplan for peacekeeping operations; and (b) an external quality assessment. The assessment, which is part of the Institute of Internal Auditors internal professional standards, will provide evidence to the audit committee and management that the internal audit activity is efficient, effective and adding value.

11. The Office of Staff Legal Assistance will continue to provide timely legal advice and representation to peacekeeping personnel, thus enabling workplace conflicts to be addressed at an early stage and resolved as quickly as possible.

12. The Office of the United Nations Ombudsman and Mediation Services will address and resolve employment-related disputes, as well as analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will continue to place emphasis on its capacity to respond to surge demands and special ad hoc needs by using its pool of on-call ombudsmen and mediators.

13. The Ethics Office will continue its outreach activities to peacekeeping mission staff with a view to familiarizing staff with the services of the Office and encouraging them to consult on such issues as confidential ethics advice, training, protection against retaliation and the financial disclosure programme. To achieve those objectives, the Ethics Office plans to conduct field visits and hold financial disclosure workshops. The Office will provide the new leadership dialogue training materials to staff, as well as advice on the ethics and compliance programmes of selected vendors that have previously been sanctioned by the United Nations and conduct due diligence on the prospective ethical and reputational risks that could arise should the United Nations consider such companies as qualified vendors. The Office will also review the impact of the Ethics Office services, approach, training and mandates in the light of peacekeeping requirements and changing situations on the ground.

14. The Office of Legal Affairs will continue to provide (a) legal assistance and advice in connection with the conduct of peacekeeping operations, in accordance with relevant international law, policies, rules, directives and standard operating procedures related to such operations; and (b) legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including arrangements with Governments, procurement activities and contracting for logistics requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations for proper administration and the reforms thereof, the defence of the interests of the Secretary-General and the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities, by mitigating legal risk and limiting legal liabilities arising from such operations and activities.

15. The Department of Safety and Security will focus on the full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans, and will continue to support and strengthen the safety and security of United Nations personnel and premises in peacekeeping operations

through the provision of training and technical guidance to field personnel. The Department will continue to prepare and distribute security policy guidance documents to peacekeeping operations for implementation so as to increase the efficiency and effectiveness of the Organization's security management system.

16. OHCHR will focus on building a dedicated capacity for an effective and coherent service to peacekeeping through strengthening the Peace Missions Support Section in order to continue to provide human rights advice, backstopping and operational support to DPKO, DFS, Member States, peacekeeping operations and other relevant partners. The proposed staffing will allow for consistent responsiveness in priority areas such as providing daily human rights backstopping to peacekeeping operations, advancing human rights integration in the United Nations-African Union peacekeeping partnership, and ensuring systematic and consistent screening under the policy on human rights screening of United Nations personnel, introduced in 2012.

B. Analysis of resource requirements

17. The main elements contributing to the increase in requirements for 2016/17 are presented in the table below.

(Thousands of United States dollars)

Approved gross requirements for 2015/16		**336 495.8**
Less: enterprise resource planning and information system security		(32 128.2)
Support account base requirements in 2015/16		**304 367.6**
	Paragraph	
Computation of salary		
Updated vacancy factors	21, 54	2 150.0
Updated standard salary costs	23, 52	1 028.8
Higher common staff costs	22, 53	752.5
New posts and positions under GTA		
Net increase of 11 posts and positions under GTA		2 198.0
Transfer of civilian predeployment training team	191	699.1
Transfer of 4 posts from Standing Police Capacity	144	649.0
Major new/increased operational requirement		
Triennial Working Group on Contingent-Owned Equipment	315, 317	1 869.1
Additional replacement of outdated ICT equipment in DPKO/DFS	372, 376	6 640.0
After-service health insurance costs	411	486.4
Proposed assessment centre in Bonn, Germany	333, 334, 338, 344	338.0
Official travel increase for DPKO and OHCHR	86, 104, 121, 178, 201, 784	227.7
New facility in RSCE for OIOS	634, 639	143.2
Other net changes		(1 083.7)
Proposed base requirements in 2016/17		**314 489.7**
Enterprise resource planning and information system security for 2016/17		17 651.9
Proposed gross requirements for 2016/17		**332 141.6**

18. As indicated in paragraph 3 above, the result of realignment of resources in DPKO, DFS, UNOAU, the Department of Management, the Department of Safety and Security, the Office of the Ombudsman, the Office of Legal Affairs and OHCHR resulted in a proposal to establish 24 posts and general temporary assistance positions (18 and 6, respectively), while abolishing 13 posts and general temporary assistance positions (11 and 2, respectively). This net increase of 11 posts and positions represents an increase of $2,198,000 in financial resources requirements in 2016/17 compared with 2015/16.

19. As part of the realignment of the resources, DPKO is reorganizing its Standing Police Capacity in GSC and is proposing to transfer four posts from GSC to New York in the Police Division. The transfer results in an increase of $649,000, with a decrease in related resources in the GSC budget in 2016/17.[2]

20. In addition, on the basis of the recommendation of the Board of Auditors, DPKO has conducted an internal assessment to increase its efficiency in conducting civilian predeployment training, which resulted in a proposal to shift the training team to RSCE from GSC, thereby bringing efficiency gains in deploying civilian staff to field missions located mainly in Africa by using mission flights. To maintain effective control of the team and to keep the RSCE budget aligned to the missions that it provides with services, the funding for the team is proposed to be shifted to the support account, which will entail an increase of $699,100 in the budget while the related resources are decreased in the GSC budget in 2016/17.[2]

21. The actual vacancy factors have steadily decreased since July 2014, and, while the estimates for staff costs in the 2015/16 proposal were based on budgeted vacancy factors of 12.0 per cent for posts in the Professional and higher categories and 6.0 per cent for the General Service and related categories, actual vacancy factors were 10.7 per cent and 5.9 per cent in the Professional and higher categories and in the General Service and related categories, respectively. This trend persists in 2015/16 and the average vacancy factors in the first six months were at 10.6 per cent and 6.8 per cent for the Professional and higher categories and in the General Service and related categories, respectively. As a result, additional resources amounting to $2,150,000 would be required for 2016/17 and are included in the proposed provision. The budgeted vacancy factors applied to the computation of staff costs in 2015/16 and 2016/17 are shown in the tables in paragraphs 54 and 55 below.

22. In addition, $752,500 in additional resources would be required for 2016/17 to cover higher common staff costs for staff funded from the support account, which now represent 48.4 per cent of net salaries, as opposed to 47.8 per cent of net salaries in 2015/16. The level is based on the actual expenditures incurred in 2014/15.

23. Further, $1,028,800 in additional resources would also be required as a result of the update of the standard salary costs used to estimate the costs of posts and general temporary assistance positions. The update, in general, had an upward effect for Headquarters and a downward effect for field-based posts and general temporary assistance positions.

24. The triennial Working Group on Contingent-Owned Equipment, to be held in New York in 2017, would require resources in the amount of $1,869,100, proposed under official travel ($514,500) and other supplies, services and equipment

($1,354,600), representing an increase of $80,200 over the amount approved during the last triennial meeting in 2013/14.

25. As in previous financial periods, the proposal includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2016/17 period, in the amount of $10,837,000, which represents an increase of $486,400 over the 2015/16 financial period.

26. The requirement also includes an amount of $664,000 proposed for the non-recurrent replacement of outdated ICT equipment to continue the current level of activities of DPKO and DFS.

27. An amount of $338,000 is included in the Field Personnel Division of DFS to expand the pilot assessment centre in Bonn, Germany, to strengthen succession management for senior mission support positions by building a talent pool of qualified candidates.

28. DPKO and OHCHR are also proposing an increase in the amount of $227,700 in the official travel budget to implement their increased activities.

29. In RSCE, a new facility was built during the 2015/16 period to accommodate the growing number of staff, including those budgeted under the support account. In this context, an additional charge of $143,200 is included in the budget of OIOS that includes both non-recurrent and recurrent charges in the Office.

30. The financial implications corresponding to each of the proposals for posts and general temporary assistance are summarized in the table below, with a reference to the paragraph where additional details will be found.

(Thousands of United States dollars)

Department	*Paragraph*	*Amount*
DPKO (establish 5 posts; abolish 2 posts)	60, 69, 94, 116, 128, 137, 188	710.6
DFS (establish 4 posts; abolish 5 posts and GTA positions)	264, 269, 322, 348	(9.2)
UNOAU (establish 3 posts; abolish 4 posts)	218	(182.8)
Department of Management (establish 2 GTA positions; abolish 2 posts)	417, 455, 495	87.9
Office of the Ombudsman (establish 1 post and 1 GTA position)	664, 667	197.6
Department of Safety and Security (establish 3 GTA positions)	726	605.9
Office of Legal Affairs (establish 1 post)	694	172.0
OHCHR (establish 4 posts)	765, 771, 776	616.0
Total (establish 24 and abolish 13 posts and GTA positions)		**2 198.0**

31. Furthermore, the cost linked to the implementation and maintenance of two information technology field systems (customer relationship management solution for troop contributions management and the enterprise identity management application in peacekeeping operations), which were shifted from the support account in 2015/16, will be funded under the budget of GSC in the total amount of $1,614,400, as further detailed in the Secretary-General's report on the budget for GSC for the 2016/17 period.[2]

32. In line with the approved 2015/16 budget, the second phase of the supply chain management initiative continues to be proposed under the support account in the 2016/17 period (see para. 354 below).

33. In line with the Umoja deployment plan, the Secretariat has been integrated into Umoja Foundation and Extension 1 as at 1 November 2015. Umoja deployment has reinforced standardization and a precision in the categorization of cost items and associated classes of expenditure. As a result, the budget proposal for the 2016/17 period contains a recategorization of some cost items that are budgeted in different classes of expenditure from the previous period. This is to better reflect the underlying nature of goods and services provided. The preparation of the budget report for the support account leverages from the lessons learned from peacekeeping mission budgets, which have reflected the implementation of Umoja in the field since November 2013 in each report. The recategorization of cost items, aligning the budget with classes of expenditure, will improve consistency and comparability in the performance reporting for the 2016/17 period. The recategorization principally has been reflected in expenditure classes of: other supplies, services and equipment, by reflecting ground transportation and medical as independent classes; information technology, by reflecting mobile office licences and web services, such as the maintenance of websites and web subscriptions; and communications, by reflecting editorial services and general and specialized subscriptions.

Summary of variances

34. The main reasons for the variances under post and non-post resources at the class level are detailed below.

Post resources

35. With regard to post resources, the increase in requirements of $7,536,800 represents an increase of 3.5 per cent over the approved 2015/16 post resources. The increase is attributable primarily to: (a) the application of lower vacancy factors for the Professional category (see para. 54 below); (b) the estimation of higher common staff costs (see para. 53 below); (c) the update of the standard salary costs (see paras. 23 and 52); (d) the proposed net increase of seven new posts; (e) the proposed transfer of nine posts from GSC; and (f) the proposed conversion of two posts.

Non-post resources

36. With regard to non-post resources, the net increase in requirements of $2,585,300 represents an increase of 2.9 per cent compared with the approved 2015/16 non-post resources and is attributable to factors described in the paragraphs below.

37. The decrease in requirements under the general temporary assistance resource class ($509,400, or 2.8 per cent) is attributable primarily to: (a) the application of higher vacancy factors (see para. 55); (b) the update of the standard salary costs (see paras. 23 and 52); (c) the proposed conversion of two positions; offset in part by (d) the proposed net increase of four new positions.

38. The increase in requirements under the consultants resource class ($73,400, or 1.2 per cent) is attributable primarily to the requirements for new activities, including the proposed assessment centre in Bonn, the establishment of an

immediate response team mechanism for addressing allegations of sexual exploitation and abuse, the development of an online module for the civilian predeployment training, and the continued engagement of consultants in the areas of independent investigation and assessments, offset in part by the decreased workload required for support of the third year of IPSAS compliance.

39. The increase in requirements under the official travel resource class ($885,700, or 9.2 per cent) is attributable primarily to: (a) the triennial Working Group on Contingent-Owned Equipment, to be held in New York in 2017; (b) the travels linked to the proposed assessment centre in Bonn; and (c) the increased requirements in DPKO and OHCHR for new activities partly in relation to the implementation of the recommendations contained in the Secretary-General's report on the future of United Nations peace operations (A/70/357-S/2015/682).

40. The increase in requirements under the facilities and infrastructure resource class ($161,400, or 0.7 per cent) is attributable primarily to the proposed new posts and the increase in rental cost associated with the OIOS field offices in Entebbe, Uganda.

41. The increase in requirements under the ground transportation resource class ($109,300) is attributable primarily to the movement of associated costs from other supplies, services and equipment resource class.

42. The increase in requirements under the communications resource class ($651,700, or 31.5 per cent) is attributable primarily to: (a) the replacement of outdated equipment in DPKO, DFS and UNOAU; and (b) the net effect of movement of associated costs from information technology and other supplies, services and equipment resource classes.

43. The increase in requirements under the information technology resource class ($1,074,400, or 7.4 per cent) is attributable primarily to: (a) the replacement of outdated equipment in DPKO, DFS and UNOAU; (b) the proposed new field application in DFS; (c) the increase in standard costs associated with the OIOS field offices in Entebbe; (d) the net effect of movement of associated costs from the communications and other supplies, services and equipment resource classes.

44. The increase in requirements under the medical resource class ($143,100) is attributable primarily to the movement of associated costs from the other supplies, services and equipment resource class.

45. The decrease in requirements under the other supplies, services and equipment resource class ($4,300, or 0.03 per cent) is attributable primarily to: (a) the net effect of movement of associated costs to the communications and information technology resource classes; offset in part by (b) the triennial Working Group on Contingent-Owned Equipment, to be held in New York in 2017; and (c) increased after-service health insurance costs for retired peacekeeping staff.

46. On the basis of the estimates presented in the seventh progress report of the Secretary-General on the enterprise resource planning project (see A/70/369/Corr.2), it is proposed that related resource requirements in the amount of $16,830,400 be funded from the support account for the period from 1 July 2016 to 30 June 2017.

47. Pursuant to General Assembly resolution 68/247, and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552) and the cost-sharing allocation applied

to Umoja (regular budget: 15 per cent; peacekeeping: 62 per cent; extrabudgetary: 23 per cent), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 continue to be funded from the support account for the 2016/17 period.

48. Pursuant to General Assembly resolutions 70/112 and 70/249, resource requirements related to the support account share of post and non-post costs for the administration of justice, in the amount of $2,687,700, have been included in the support account proposal for the 2016/17 period.

49. The proposed budget by departments and offices, which is detailed in section III, is summarized below.

Summary of resources by department/office

(Thousands of United States dollars)

Department/office	*Expenditure (2014/15)*	*Appropriation (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Department of Peacekeeping Operations	95 542.3	86 287.4	90 341.7	4 054.3	4.7
United Nations Office to the African Union	6 802.7	7 018.5	7 064.0	45.5	0.6
Department of Field Support	67 456.2	73 687.5	78 100.5	4 413.0	6.0
Department of Management	58 810.5	56 069.2	56 229.5	160.3	0.3
Office of Internal Oversight Services	27 865.5	31 562.2	31 228.0	(334.2)	(1.1)
Executive Office of the Secretary-General	1 173.7	998.8	1 019.7	20.9	2.1
Administration of justice	3 025.0	3 274.1	2 687.7	(586.4)	(17.9)
Office of Staff Legal Assistance	173.2	175.8	178.1	2.3	1.3
Office of the United Nations Ombudsman and Mediation Services	1 760.5	1 919.5	2 113.2	193.7	10.1
Ethics Office	804.3	1 105.9	1 153.3	47.4	4.3
Office of Legal Affairs	3 769.0	3 590.1	3 803.0	212.9	5.9
Department of Public Information	649.3	757.6	775.4	17.8	2.3
Department of Safety and Security	3 529.7	3 697.8	4 175.6	477.8	12.9
Advisory Committee on Administrative and Budgetary Questions	261.7	324.6	429.1	104.5	32.2
Office of the United Nations High Commissioner for Human Rights	909.8	1 783.6	2 589.2	805.6	45.2
Rent and facility costs for the Secretariat[a]	21 609.8	21 764.4	21 764.7	0.3	0.0
After-service health insurance[b]	9 147.2	10 350.6	10 837.0	486.4	4.7
Subtotal	**303 290.4**	**304 367.6**	**314 489.7**	**10 122.1**	**3.3**
Enterprise resource planning[c]	20 054.7	31 306.7	16 830.4	(14 476.3)	(46.2)
Information and systems security[d]	821.5	821.5	821.5	–	–
Gross requirements	**324 166.6**	**336 495.8**	**332 141.6**	**(4 354.2)**	**(1.3)**

[a] Details provided in para. 521.
[b] Details provided in para. 411.
[c] Details provided in para. 46.
[d] Details provided in para. 47.

C. Analysis of consultancy requirements

50. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, the table below reflects the approved resources for consultants from 2011/12 to 2015/16 and the proposed resources for 2016/17. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Budgetary provision under consultants

(Millions of United States dollars)

	2011/12 approved	*2012/13 approved*	*2013/14 approved*	*2014/15 approved*	*2015/16 Approved*	*2016/17 proposed*	*Six-year average*
Consultancies	6.3	5.8	6.3	4.6	6.0	6.1	5.9
Variance (percentage)	–	(7.9)	8.6	(27.0)	30.4	1.7	(4.1)
Support account total[a]	297.6	293.7	308.8	305.2	304.4	314.5	304.0
Variance (percentage)	–	(1.3)	5.1	(1.2)	(0.3)	3.3	(3.3)
Consultancies as a percentage of the support account	2.1	2.0	2.0	1.5	2.0	1.9	1.9

[a] Excluding provisions for enterprise resource planning, and information and systems security.

51. The proposed support account consultancy provision for 2016/17 reflects requirements for specialized expertise that cannot be accommodated in-house. Details are provided in the resource proposal of the respective departments or offices and are summarized in the table below.

(Thousands of United States dollars)

Department/office	*Initiative*	*Financial resources*	*Status*
DPKO/Policy, Evaluation and Training Division	Specialized training programme and conferences	303.0	Continuing
	Thematic and mission evaluations	141.0	Continuing
	Team building and collaborative relationships	3.0	New
	Online civilian predeployment training module	50.0	New
DFS/Office of the Under-Secretary-General	Development of a performance management framework for decision-making and overall efficiency	30.0	New
	Development and delivery for immediate response teams on sexual exploitation and abuse	84.0	New
	Strengthening the quality of leadership	21.0	New
DFS/Field Personnel Division	Development of tools for the assessment centre for succession planning	50.0	New
	Assessment centre in Bonn	200.0	New
	Human resource expert	79.0	New

Department office	*Initiative*	*Financial resources*	*Status*
DFS/Logistical Services Division	Development of an implementation framework for supply chain management and related training programme for field missions	1 500.0	Continuing
Department of Management/Office of the Under-Secretary-General	Award Review Board	77.0	Continuing
Department of Management/Office of Programme Planning, Budget and Accounts	IPSAS	1 899.0	Continuing
Department of Management/Office of Human Resources Management	Psychometric expertise for developing and administrating Internet-based selection tests	24.0	New
	Human resources data analysis	161.0	Continuing from information technology
	Inspira enhancement	150.0	Continuing
	Occupational resilience-building/ peacekeeping mission readiness	6.5	Continuing
Department of Management/Office of Central Support Services	Archiving and digitization; consolidation on field mission electronic records; various training consultants	210.0	Continuing
	Global presenter	5.0	New
	Training on financial evaluation	7.5	New
	Archiving and digitization; consolidation on field mission electronic records; various training consultants	210.0	Continuing
	Analysis of air charter cost monitoring	15.0	New
OIOS	Multidimensional mission and thematic evaluations and inspections; specialized audits; specialized investigative and audit training	344.1	Continuing
	Assessment by the Institute of Internal Auditors on international auditing standards	50.0	New (periodical)
Office of the United Nations Ombudsman and Mediation Services	Specialized on-call ombudsperson and mediation services	70.0	Continuing
Ethics Office	Financial disclosure programme	487.0	Continuing
	Design of special ethics education	20.0	Continuing
	Ethics Office peacekeeping support review	70.0	New
Office of Legal Affairs	Specialized legal counsel	55.3	Continuing
Department of Public Information	Specialized communications training	10.6	Continuing
Total		**6 123.0**	

D. Budget parameters

Post requirements

52. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at Headquarters, and the standard salary costs for Addis Ababa, Vienna and Nairobi have been applied to posts at UNOAU and the regional offices of OIOS. With regard to the continuing

posts located in peacekeeping missions and RSCE, the relevant mission-specific standard salary costs determined by the Peacekeeping Financing Division by category and grade level have been applied (see also para. 23 above).

53. The updated common staff costs for staff funded from the support account for the 2016/17 period have been estimated at 48.4 per cent of net salaries, as opposed to 47.8 per cent of net salaries for 2015/16. The level is based on the actual expenditures incurred in 2014/15 (see also para. 22 above).

54. On the basis of the recommendation by the Advisory Committee on Administrative and Budgetary Questions in its report (A/69/860) that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates, the computation of requirements for continuing posts reflects the application of average actual vacancy factors of the first six months of the 2015/16 period, while, as presented in the table below, the same vacancy factors as those recommended for 2015/16 are used for new posts. As recommended by the Advisory Committee, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision (see also para. 21 above).

Category	*Approved 2015/16 vacancy factors*	*Proposed 2016/17 vacancy factors*
Continuing posts		
Professional and higher	12.0	10.6
General Service and related	6.0	6.8
New posts		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

Non-post requirements

55. Budgeted vacancy factors presented in the table below have been applied to the computation of requirements for continuing and new general temporary assistance positions of 12 months' duration for positions in the Professional and higher categories and in the General Service and related categories. As indicated above for continuing posts, factors for continuing positions reflect the actual average vacancy factors for the first six months of the 2015/16 period, and rates for the new positions are the same as those recommended for 2015/16.

(Percentage)

Category	*Approved 2015/16 vacancy factors*	*Proposed 2016/17 vacancy factors*
Continuing general temporary assistance positions		
Professional and higher	14.0	14.2
General Service and related	10.0	18.6
New general temporary assistance positions		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

56. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/66/779), the Secretariat has reviewed the standard costs and has applied estimated rates in the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies, communications equipment and services and information technology equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

57. Requirements for office supplies, the rental of office equipment, communications, information technology and other supplies, services and equipment computed at standard rates are centrally administered by respective executive offices and are presented as such. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates are centrally administered by the Facilities Management Service of the Office of Central Support Services in the Department of Management and are presented as such.

II. Proposed staffing

		Proposed changes 2016/17			
Department/office	*Approved 2015/16*	*Abolishment*	*Conversion from general temporary assistance positions*	*New posts*	*Proposed 2016/17*
Posts					
Department of Peacekeeping Operations	445	(2)	–	14	457
United Nations Office to the African Union	54	(4)	–	3	53
Department of Field Support	405	(3)	–	4	406
Department of Management	259	(2)	–	–	257
Office of Internal Oversight Services	119	–	–	–	119
Executive Office of the Secretary-General	5	–	–	–	5
Office of Staff Legal Assistance	–	–	1	–	1
Office of the United Nations Ombudsman and Mediation Services	9	–	–	1	10
Ethics Office	3	–	–	–	3
Office of Legal Affairs	18	–	–	1	19
Department of Public Information	4	–	–	–	4
Department of Safety and Security	18	–	–	–	18
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	–	1
Office of the United Nations High Commissioner for Human Rights	8	–	–	4	12
Subtotal	**1 347**	**(11)**	**2**	**27**	**1 365**

Department office	*Approved 2015/16*	*Discontinuation*	*Conversion to posts*	*New*	*Proposed 2016/17*
General temporary assistance positions					
Department of Peacekeeping Operations	9	–	–	–	9
Department of Field Support	23	(2)	–	–	21
Department of Management	35	–	–	2	37
Office of Internal Oversight Services	43	–	–	–	43
Office of Staff Legal Assistance	1	–	(1)	–	–
Office of the United Nations Ombudsman and Mediation Services	–	–	–	1	1
Department of Safety and Security	–	–	–	3	3
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	2	–	(1)	–	1
Office of the United Nations High Commissioner for Human Rights	1	–	–	–	1
Subtotal	**114**	**(2)**	**(2)**	**6**	**116**
Total	**1 461**	**(13)**	–	**33**	**1 481**

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

(a) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	4	–	–	1	**5**	1
D-1	13	–	–	1	**14**	1
P-5	45	(1)	–	1	**45**	–
P-4	187	–	–	5	**192**	5
P-3	91	–	–	4	**95**	4
P-2/P-1	10	–	–	–	**10**	–
Subtotal	**350**	**(1)**	–	**12**	**361**	**11**
General Service and related						
Principal level	2	–	–	–	**2**	–
Other level	93	(1)	–	–	**92**	(1)
National General Service	–	–	–	2	**2**	2
Subtotal	**95**	**(1)**	–	**2**	**96**	**1**
Total, posts	**445**	**(2)**	–	**14**	**457**	**12**

Category	Approved staffing 2015/16	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	**Total proposed 2016/17**	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	7	–	–	–	**7**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**7**	**–**	**–**	**–**	**7**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total, general temporary assistance positions	**9**	**–**	**–**	**–**	**9**	**–**
Grand total	**454**	**(2)**	**–**	**14**	**466**	**12**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)[a]	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	78 788.0	75 417.2	79 194.9	3 777.7	5.0
II. Non-post resources					
General temporary assistance	1 598.0	1 678.4	1 607.7	(70.7)	(4.2)
Consultants	319.3	483.7	497.0	13.3	2.7
Official travel	4 337.5	4 288.1	4 468.1	180.0	4.2
Facilities and infrastructure	341.8	656.0	695.1	39.1	6.0
Ground transportation	–	–	26.8	26.8	–
Communications	1 721.5	842.4	1 269.3	426.9	50.7
Information technology[b]	7 609.9	1 885.1	1 995.7	110.6	5.9
Other supplies, services and equipment	826.3	1 036.5	587.1	(449.4)	(43.4)
Subtotal, II	**16 754.3**	**10 870.2**	**11 146.8**	**276.6**	**2.5**
Total	**95 542.3**	**86 287.4**	**90 341.7**	**4 054.3**	**4.7**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

[b] Expenditures for DPKO, DFS and UNOAU are centrally administered by the Executive Office.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

58. The Office of the Under-Secretary-General comprises the front office, the Office of the Director, Peacekeeping Strategic Partnership; and the Office of the Chief of Staff, which includes the Executive Office, the Public Affairs Section and the United Nations Operations and Crisis Centre.

59. The Office of the Under-Secretary-General will undertake a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include: supporting the Under-Secretary-General in the performance of his political, programmatic, managerial and administrative functions; developing the Department's programme of work while ensuring alignment of this programme with the strategic goals and priorities of United Nations peacekeeping. Through the Office of the Chief of Staff, the Office of the Under-Secretary-General will be responsible for: managing media relations, external relations and internal communications; supporting public information activities in field operations; leading cross-cutting management reforms and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping to support decision-making; delivering policy advice on safety, security and organizational resilience issues related to peacekeeping operations; and facilitating the crisis response of DPKO and DFS. The Office of the Director, Peacekeeping Strategic Partnership, which reports to the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, will assist in identifying gaps that have an impact on the delivery of mandates, by making recommendations on systemic issues relating to United Nations peacekeeping operations and on strengthening the peacekeeping partnership.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations Peacekeeping social media channels (2014/15: 6; 2015/16: 6; 2016/17: 6)

Outputs

- 85 outreach activities, such as conferences, exhibits, public briefings and materials such as pamphlets, fact sheets and videos on the peacekeeping work of the United Nations
- 1,000 peacekeeping themed-posts on digital media platforms including Facebook, Twitter and Flickr
- 290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
- 35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping

- 4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures, including 1 briefing on safety, security and organizational resilience and 1 briefing on efforts to further support the efficiency and effectiveness of field uniformed personnel
- 10 coordination, consultation or dialogue sessions with Member States/troop- and police-contributing countries on issues relating to verification and assessment of field uniformed personnel and support services prior to conducting mission reviews; 5 meetings conducted in support of the preparation of reviews and 5 follow-up meetings
- 200 media events, including interviews and thematic press briefings on mission-specific topics, such as conduct and discipline and military, police and security issues
- Prompt notifications to troop- and police-contributing countries of all casualties among uniformed personnel serving in all peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 100 per cent compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information (2014/15: no new mission was established; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 1 directory of peacekeeping information assets, which lists and provides links to critical databases and resources
- 1 guidance on information management procedures to facilitate mission planning and start-up

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All field operations are 100 per cent compliant with information management standards (2014/15: 12; 2015/16: 15; 2016/17: 15)
	3.2 Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations (2014/15: 4; 2015/16: 4; 2016/17: 4)
	3.3 Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards. (2014/15:80 per cent; 2015/16:80 per cent; 2016/17:80 per cent)

Outputs

- 10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates
- Dissemination of an electronic document management framework to all peacekeeping missions

- 17 evaluations of the implementation of security policies in field operations
- Evaluations of field occupational safety risk management and implementation of organizational resilience management policy in all peacekeeping operations
- 1 field safety training course and 1 organizational resilience training course for peacekeeping staff
- 1 workshop for chiefs of joint operations centres to align the management of individual mission joint operations centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in crisis response and 2 capacity-building training courses on operations and information analysis for staff of joint operations centres and joint mission analysis centres
- 1 annual conference for all Special Representatives of the Secretary-General and heads of mission of DPKO-led operations and 1 biennial conference for mission chiefs of staff
- 5 visits to peacekeeping operations to provide operational and technical support to joint operations centres and joint mission analysis centres
- 4 technical assessments, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
- 5 reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance; and follow-up actions, as applicable
- 10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network
- Development of an online training module on information sensitivity in peacekeeping operations in French
- 17 analytical products focusing on potential, emerging and ongoing crisis situations to contribute to the enhanced situational awareness
- Guidance to all field missions, through Peace Operations Intranet (POINT), on digital communications and 1 guidance document on United Nations radio stations start-up, transition and shut-down cycles
- Technical assessments of the implementation of electronic document management framework in 5 missions, including the protection and governance of sensitive information
- Implementation of digital repository of code cables specific to peacekeeping operations to 3 field missions, along with training on its use

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	2	–	–	–	**2**	–
D-1	2	–	–	1	**3**	1
P-5	7	–	–	–	**7**	–
P-4	13	–	–	–	**13**	–
P-3	21	–	–	–	**21**	–
P-2/P-1	4	–	–	–	**4**	–
Subtotal	**49**	**–**	**–**	**1**	**50**	**1**
General Service and related						
Principal level	2	–	–	–	**2**	–
Other level	24	(1)	–	–	**23**	(1)
Subtotal	**26**	**(1)**	**–**	**–**	**25**	**(1)**
Total, posts	**75**	**(1)**	**–**	**1**	**75**	**–**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	**2**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**3**	**–**	**–**	**–**	**3**	**–**
Grand total	**78**	**(1)**	**–**	**1**	**78**	**–**

(c) Justification of posts

Public Affairs Section

Renaming the Public Affairs Section as the Public Affairs Service

Establishment of one new post (1 D-1 Chief of Public Affairs)

60. Over the past year, peacekeeping has suffered a significant reputational crisis over allegations of misconduct and perceptions of inaction in the face of human rights violations. The context in which peacekeeping functions has also shifted fundamentally over past year. The number of missions directly attacked has increased and a number of them are at great risk owing to tenuous security situations and risky mandates (Mali, the Central African Republic, South Sudan, and the Democratic Republic of the Congo). Events occurring in one field operation now impact others, shifting perceptions of peacekeeping as a whole and, in turn, require communication efforts to be coordinated on a global scale (whether it is related to safety and security, sexual exploitation and abuse, etc.).

61. Going forward, the Organization will need to prepare a comprehensive, advocacy driven, multiplatform communications strategy to reverse this trend and help to shift the narrative. Strategic communications is a critical part of successful soft power and its importance requires that it is designed, coordinated, planned and implemented at a more strategic level, commensurate with its institutional importance. The United Nations peacekeeping operations need to not just affect real reform, but explain those reforms both internally and externally, focusing on "what our actions communicate" as well as "communicating our actions".

62. The approved establishment of the Public Affairs Section comprises five posts (1 P-5, 1 P-4, 1 P-3 and 2 GS (OL)) funded under the support account. While the staffing of the Section has been constant since its establishment in 2007/8, published pieces on peacekeeping have grown from 10 to 3,242, owing primarily to the increased use of social media; iSeek stories have increased from 57 to 72 per year, and media interviews and background briefings have increased from 150 to 231. In contrast to the emerging requirements, as articulated above, the current staffing capacity of the Section cannot facilitate the creation of a communications approach in which the emerging priorities, responsibilities and demands can be addressed holistically and strategically. Mission leadership has often requested strategic guidance at the senior level to shape their operating environment and fight spoilers and negative elements through a more modern and innovative media approach. The Public Affairs Section, however, does not currently have the capacity to provide 16 peacekeeping operations with strategic and systematic guidance for the development and implementation of communications strategies that align with overall peacekeeping priorities while maintaining mission-specific emphasis.

63. In this context, it is therefore proposed to establish a Chief of Public Affairs at the D-1 level to effectively deliver on media, digital, internal communications, external relations and mission support tasks for both DPKO and DFS. The position will serve as the senior communications adviser for the two Under-Secretaries-General and will be in charge of reputational management and communications strategies for all of United Nations peacekeeping. The Chief will have the level and the authority to engage directly with missions' leadership to guide them on how to shift the narrative and garner support for their operations. The Chief will also engage with more senior levels of media and think tanks to holistically address the

global perception of peacekeeping. Explaining, advocating and steering the process requires a level of detailed planning and strategic oversight that needs to be overseen at a senior level if the United Nations is to seize these opportunities, capitalize on its investment, maintain and build momentum and prevent backsliding.

64. The lack of capability to respond to emerging communications challenges in a timely and determined manner may undermines confidence in the organization, and reduces overall operational effectiveness. On the ground, reputation and awareness is as important an asset as armoured vehicles. Rumour and misperceptions also have real security implications and targeted external relations initiatives and campaigns are necessary to build and maintain support. Without the establishment of the post, the Section will not be able to deliver the strategic communications service and capabilities that United Nations peacekeeping requires at Headquarters and in the field.

65. In line with the established practice of naming organizational units under the Secretariat, it is proposed to change the name of the Section to Public Affairs Service, in connection with the proposed establishment of the Chief at the D-1 level.

Executive Office

Change in functions of one post (D-1 Executive Officer) in the Executive Office to include functions of Deputy Chief of Staff (D-1)

66. Since 2010, the level of activities of the Executive Office has expanded in scope and complexity due to the increase in the number of offices supported. While in 2010, the Office was supporting four entities, including DPKO, DFS, the Special Representative of the Secretary-General for Children and Armed Conflict and the Peacebuilding Support Office, it supports three additional entities, namely, UNOAU, the Special Representative of the Secretary-General for Violence Against Children and the Special Representative of the Secretary-General for Sexual Violence in Conflict.

67. In parallel, the Executive Officer function of assisting the head of the department, programme managers and staff members, in carrying out the financial, personnel and general administrative responsibilities delegated by the Under-Secretary-General for Management, has expanded beyond the administrative area to encompass strategic advice and guidance to senior managers on management, programme management, change management and reform initiatives.

68. These additional functions have enhanced the role of the Executive Officer to encompass strategic, policy, programme and representational functions, in addition to the ones related to administration and management. The proposed enhancement of the Executive Officer to include the functions of the Deputy Chief of Staff will formalize the increased level of strategic, policy, programme and representation functions attributed to this role, and enhance supporting relationship with the functions of the Chief of Staff, while continuing to directly manage and oversee the functions and activities of the Executive Officer.

Abolishment of one post (Administrative Assistant (GS (OL)))

69. On the basis of the anticipated benefits of Umoja Foundation and Extension 1 at Headquarters in the areas of technology management through the consolidation of legacy systems into a global integrated solution with improved delivery of

administrative services using a single source of data, it is proposed that one post of Administrative Assistant (GS (OL)) in the Executive Office be abolished.

(d) Justification of general temporary assistance positions

Office of the Chief of Staff

Front office

Organizational Resilience Officer (P-4, continuation)

Team Assistant (GS (OL), continuation)

70. The current staff resources for the implementation of the organizational resilience management system comprise two general temporary assistance positions of an Organizational Resilience Officer (P-4) supported by a Team Assistant (GS (OL)), funded from the support account. Both the Organizational Resilience Officer and the Team Assistant have been approved since the budget period 2010/11.

71. In June 2013, by its resolution 67/254 A, the General Assembly mandated the adoption of the organizational resilience management system across the system, including in peacekeeping missions. All current and future field operations are required to implement the organizational resilience management approach. To assist those operations, the Organizational Resilience Programme Officer (P-4), in close collaboration with relevant DPKO and DFS staff members and sections: contributes to the development of organizational resilience and crisis management policy for Headquarters and the field; reviews emergency management plans; identifies required areas for the harmonization and integration of the plans; recommends the elimination of redundancy in emergency plans; designs, facilitates, oversees and assesses field operation emergency management exercises; and identifies lessons learned for further dissemination. To continuously assist field operations in the development and implementation of organizational resilience management, the Organizational Resilience Programme Officer delivers training courses on the subject to field mission focal points and provides direct on-site assistance following processes adopted for the development, implementation and exercise of business continuity planning over the past four years. The implementation of the organizational resilience management system is under way at Headquarters and in the field (the development of a policy and training package, with continued roll-out and implementation during 2015/16 and continuing thereafter).

72. In this context, it is proposed that two general temporary assistance positions, of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)), be continued to manage the organizational resilience programme, including business continuity for DPKO and DFS at Headquarters, and 14 peacekeeping operations, as well as UNSOS, GSC and RSCE. The Team Assistant will also continue to support the other two staff members of the Focal Point for Security Section within the Office of the Chief of Staff.

Executive Office

Human Resources Officer (P-4, continuation)

73. The General Assembly, in its resolution 68/252, requested the Secretary-General to intensify engagement with Member States to identify solutions for addressing the conflicts between national legislation and the United Nations staff

rules and regulations regarding the secondment of active-duty military and police personnel and extended the exceptional measures authorized in its resolution 67/287, by three years to 31 December 2016, to facilitate the full participation of all Member States in seconding active-duty officers. In response to the request of the Assembly, the Secretary-General has submitted a report (A/70/229) on developments concerning the issue and a proposal on the way forward, with a request that the Assembly consider a further extension of the exceptional measures. That report is currently being considered by the Assembly.

74. Since the adoption by the General Assembly of the exceptional measures, the Executive Office is required to engage with every Member State that has an active-duty officer and identify areas of non-compliance with United Nations rules and regulations. The Human Resources Officer manages the staffing and administration of seconded posts, of which approximately one third rotate each year, and the implementation of the exceptional measures in coordination with Member States, OHRM and the Office of Legal Affairs. To preserve continuity and prevent gaps in the functionality of the substantive offices, the separation and recruitment of military and police officers take place on a rotational staggered basis throughout the year. As a result of the exceptional measures and the nature of the recruitment of the active-duty seconded personnel, the work has become a specialist and intensive ongoing activity throughout the year, resulting in a significant workload.

75. The Human Resources Officer position allows consistency of practices, a high level of service to Member States, reporting and statistics as well as outreach activities. The incumbent also engages with Member States to identify areas of non-compliance with the United Nations rules and regulations, as requested by the General Assembly.

76. Given the sensitive nature of the exceptional measures, notes verbales, recruitment and interaction with Member States and other stakeholders, and the issues associated with non-compliance, it is proposed that one temporary general assistance position of Human Resources Officer (P-4) be continued.

77. Without the continuation of the position, the Office would not be in a position to implement General Assembly resolutions 67/287 and 68/252, as it would not have the capacity to engage properly with Member States and ensure full compliance with the United Nations rules and regulations.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15) (1)	Apportionment (2015/16) (2)	Cost estimates (2016/17) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	11 895.7	11 442.5	11 960.0	517.5	4.5
II. Non-post resources					
General temporary assistance	633.1	644.3	570.9	(73.4)	(11.4)
Official travel	547.1	559.5	559.8	0.3	0.1
Facilities and infrastructure	341.8	656.0	695.1	39.1	6.0
Communications	1 721.5	842.4	1 106.5	264.1	31.4
Information technology	7 609.9	1 885.1	1 995.7	110.6	5.9
Other supplies, services and equipment	187.6	329.7	35.1	(294.6)	(89.4)
Subtotal, II	**11 041.0**	**4 917.0**	**4 963.1**	**46.1**	**0.9**
Total	**22 936.7**	**16 359.5**	**16 923.1**	**563.6**	**3.4**

(f) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	**$11 960.0**	**$517.5**	**4.5%**

78. The provision would cover the salaries, common staff costs and staff assessments for the 75 proposed posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of one new post; offset in part by (e) the proposed abolishment of one post.

	Cost estimates	Variance	
General temporary assistance	**$570.9**	**($73.4)**	**(11.4%)**

79. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions and the replacement of staff on maternity or sick leave (5 person-months for staff in the Professional category and 2 person-months for staff in the General Service category). The decreased requirements result from: (a) lower provisions for leave replacement; and (b) the application of higher vacancy factors; offset in part by (c) the estimation of higher common staff costs; (d) the update of the standard salary costs; and (e) the lower vacancy rate applied for the position approved in 2015/16.

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[3] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 10 per cent or $50,000.

	Cost estimates	*Variance*	
Official travel	$559.8	$0.3	0.1%

80. The official travel requirements are described in the paragraphs below.

81. The amount of $168,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: engaging with senior peacekeeping mission leadership and government officials of relevant troop- and police-contributing countries ($96,700); supporting the DPKO/DFS staff exchange programme between Headquarters and the field ($34,800); and strengthening the public information capacity in field operations and outreach activities towards troop- and police-contributing countries to improve public awareness of peacekeeping ($37,000).

82. The amount of $180,300 is proposed for travel to undertake the following technical support activities: supporting the implementation of the policies with regard to security, occupational safety and organizational resilience/crisis management in peacekeeping missions ($63,200); providing support to joint operations centres and joint mission analysis centres and ensuring the situational awareness of DPKO and DFS with regard to all peacekeeping operations ($81,900); and assessing the implementation of the digital document and records management framework and measuring the strength of the information management capacities and programme in the field ($35,200).

83. The amount of $125,300 is proposed for travel to participate in the following seminars/conferences/workshops: participation in various conferences/seminars in Africa, Asia, Europe and North America with regional groups, organizations and other entities ($99,100); and plenary and steering group sessions of the Inter-Agency Security Management Network ($26,200).

84. The amount of $85,700 is proposed for travel to undertake consultations and outreach with Member States, agencies, funds and programmes and specialized institutions/organizations in Africa, Asia and Europe, on the implementation work of the Office, and the development and sharing of system-wide guidance.

	Cost estimates	*Variance*	
Facilities and infrastructure	$695.1	$39.1	6.0%

85. The amount of $695,100 is proposed to provide for charges for office supplies centrally administered by the Executive Office on behalf of both DPKO and DFS ($473,000); the Departments' share of the standard managed output service for printers and photocopiers ($189,000); and the rental of premises under a service agreement for the Partnerships Team of the Policy, Evaluation and Training Division to share office space with UNDP in Brussels ($33,100).

	Cost estimates	*Variance*	
Communications	$1 106.5	$264.1	31.4%

86. The amount of $1,106,500 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for commercial communications services associated with mobile devices ($477,600)

and desktop phones ($369,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage; and the subscriptions to various magazines, books, journals and periodicals and for online advertising in respect of external recruitment ($259,700).

87. The increased requirements are attributable primarily to the movement of the subscription fees from the other supplies, services and equipment.

	Cost estimates	*Variance*	
Information technology	**$1 995.7**	**$110.6**	**5.9%**

88. The amount of $1,995,700 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by OICT ($1,391,500); the acquisition of standard information technology equipment, including new and replacement desktop and laptop computers, for both Departments ($186,400); the Departments' support account share of central information technology infrastructure costs at Headquarters, as derived from past expenditure patterns ($347,800); and the uploading of web content to the peacekeeping website and its translation into the six official languages ($70,000).

89. The increased requirements are attributable primarily to the standard information technology costs for the proposed new posts and movement of the web content services from the other supplies, services and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$35.1**	**($294.6)**	**(89.4%)**

90. The amount of $35,100 is proposed for the common services costs under a service agreement for the Partnerships Team to share office space with UNDP in Brussels.

91. The decreased requirements are attributable primarily to the subscription and web services moved out to communications and information technology lines, respectively.

2. Office of Operations

(a) Results-based-budgeting framework

92. Following the reconfiguration in the 2015/16 period, the current Office structure comprises three regional divisions: the Africa I Division; the Africa II Division; and the Asia, Middle East, Europe and Latin America Division. The regional divisions include a total of seven integrated operational teams: UNMISS; UNISFA; UNAMID; Great Lakes; West Africa; Mali; Europe, Latin America and Asia; and Middle East and North Africa integrated operational teams.

93. The priorities of the Office of Operations for the 2016/17 period are to undertake strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including

guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and support them vis-à-vis the parties to the conflict and interested stakeholders; engage with Member States, in particular members of the Security Council and troop- and police-contributing countries, and other relevant groups on issues of concern; lead the integrated assessment and planning process for new operations and coordinate adjustments and transitions in existing operations, including consolidation and exit strategies; and ensure the unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of peacekeeping missions, through the provision of an overall political, strategic and operational framework, in particular through the integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.2 100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 40 multidimensional substantive reports of the Secretary-General to the Security Council
- 40 letters from the Secretary-General to the President of the Security Council
- 140 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners
- 40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations
- 60 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM, as well as on the strategic partnership with the African Union
- Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and NGOs on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 4 integrated concepts of operations or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks (2014/15: 55 per cent; 2015/16: 100 per cent; 2016/17: 75 per cent) 3.2 100 per cent of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions (2014/15: 94 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters
- Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for all established integrated missions or missions in integrated settings, in collaboration with field presences
- 4 integrated strategic assessments of peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation
- 25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues
- Advice and support to 4 mission planning processes on the implementation of the integrated assessment and planning policy
- 4 workshop/training on assessment and planning for Headquarters and field personnel
- 1 workshop for heads of political affairs of all peacekeeping operations
- 5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture, and the triangular United Nations/African Union/European Union cooperation

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and support for AMISOM

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	5	–	–	–	**5**	–
P-5	12	(1)	–	–	**11**	(1)
P-4	21	–	–	–	**21**	–
P-3	12	–	–	–	**12**	–
P-2/P-1	5	–	–	–	**5**	–
Subtotal	**55**	**(1)**	–	–	**54**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	19	–	–	–	**19**	–
Subtotal	**19**	–	–	–	**19**	–
Total, posts	**74**	**(1)**	–	–	**73**	**(1)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	**1**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	1	–	–	–	**1**	–
Total, general temporary assistance positions	2	–	–	–	**2**	–
Total	**76**	**(1)**	–	–	**75**	**(1)**

(c) Justification of posts

Office of the Assistant Secretary-General

Abolishment of one post (P-5 Senior Political Affairs Officer)

94. The Senior Political Affairs Officer (P-5) was redeployed in 2014/15 from the then Asia and Middle East Division to the Office of the Assistant Secretary-General,

following the closure of the United Nations Integrated Mission in Timor-Leste in December 2012. The position was tasked with a special project to improve the DPKO planning capacity and coordination with DFS, in order to deliver adequate and timely options and advice to the Security Council. It is projected that the special project is to complete its task in the 2015/16 period, and the workload related to the implementation of the project's findings can be accommodated within the existing capacity. It is, therefore, proposed to abolish this post in order to absorb new resource requirements of DPKO in other priority areas in the implementation of the recommendations of the High-level Independent Panel on Peace Operations and the subsequent report by the Secretary-General on the future of the United Nations peace operations (A/70/357-S/2015/682).

(d) Justification of general temporary assistance positions

Africa II Division/Great Lakes Integrated Operational Team

Electoral Affairs Officer (1 P-4 position, continuing)

Administrative Assistant (1 GS (OL) position, continuing)

95. The Transitional Charter of the Central African Republic provides for the holding of a referendum on the Constitution, as well as presidential and legislative elections at the end the transition period, a process which encountered various delays. In this connection, the electoral schedule has been revised several times to take into account the political, security, financial and logistics challenges facing the Central African Republic. The new calendar currently being discussed for the referendum, the presidential and parliamentary elections, prior to requesting another extension of the transition by the Economic Community of Central African States, provides for the completion of the electoral processes and post-election activities to be performed by MINUSCA and UNDP in support to the National Elections Authority at the end of the first semester of 2016.

96. After the presidential and parliamentary elections, the next scheduled elections will be for local elections as a way of restoring State authority, a critical stage in the democratic dispensation in the Central African Republic. However, the process between elections will be a time to review plans, draw lessons, strategize and prepare for the upcoming elections. Continued headquarters backstopping will be even more important in this period. A reasonable possibility is a date in late 2016 or early 2017 for local elections, considering the consultations on the matter and the planning time needed.

97. The mandate of the Mission is, therefore, expected to cover support to these elections, and their preparations. In addition, there will be substantial work to be done in preparation well before the scheduled election, including a revision of the legal framework, an update to or revision of voters' lists, the provision of support to strengthening national election commission local offices, budgeting and fundraising, the conduct of the elections and the count and complaints process and so forth. Given the tasks above, electoral support will remain an important and time-consuming activity for MINUSCA during the 2016/17 budget cycle. In this scenario, the workload of the Electoral Assistance Division of the Department of Political Affairs in support of DPKO and the integrated electoral assistance team (including MINUSCA and UNDP) will continue to require a full-time P-4 position.

98. Given the substantial tasks in support of a possible local election during 2016/17, the most likely scenario for the MINUSCA electoral team is that it will draw down to a core group in the second half of 2016, and build up again rapidly to a number roughly the current size as the local elections approach. The workload of the Administrative Assistant (GS (OL)) in this scenario would include ongoing support activities for the core team, including taking into account the anticipated high turnover, and in managing the drawdown, but very substantial support in supporting the build-up.

99. In this context, it is proposed that the general temporary assistance positions of Electoral Affairs Officer (P-4) and Administrative Assistant (GS (OL)) be continued.

100. The Electoral Affairs Officer (P-4) would continue to provide a broad range of support to the United Nations Electoral Integrated Team throughout the completion of the electoral cycle that will conclude the transition period and commence preparation for next electoral cycles, including on administrative issues. The incumbent would monitor developments in the electoral process, review operational plans and strategies, serve as the focal point for Member States on electoral issues and participate in consultations in this area. He or she would also carry out analysis, including through field assessments, provide critical policy advice to the United Nations Focal Point for Electoral Assistance Activities and link with other Headquarters entities providing backstopping to the Mission.

101. The Administrative Assistant (GS (OL)) would continue to support the administrative and human resources backstopping of the United Nations Integrated Electoral Team. In this connection, he or she would augment the Division's Roster Team by serving as the focal point of the Division for the recruitment of the Electoral Team.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	12 537.3	12 386.2	12 572.8	186.6	1.5
II. Non-post resources					
General temporary assistance	361.1	282.9	277.2	(5.7)	(2.0)
Official travel	766.5	746.2	782.2	36.0	4.8
Subtotal, II	**1 127.6**	**1 029.1**	**1 059.4**	**30.3**	**2.9**
Total	**13 664.9**	**13 415.3**	**13 632.2**	**216.9**	**1.6**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	**$12 572.8**	**$186.6**	**1.5%**

102. The provision would cover the salaries, common staff costs and staff assessments for the 73 proposed posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; offset in part by (d) the proposed abolishment of one post.

	Cost estimates	*Variance*	
General temporary assistance	$277.2	($5.7)	(2.0%)

103. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The decreased requirements result from: (a) the application of higher vacancy factors; offset in part by (b) the estimation of higher common staff costs; (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
Official travel	$782.2	$36.0	4.8%

104. The official travel requirements are described in the paragraphs below.

105. The amount of $752,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: participation of the integrated operational teams in reviews and assessments of progress made on the ground by peacekeeping operations with respect to mandate tasks and the provision of strategic guidance on policy matters ($610,500); and political consultations on peacekeeping operations in all regions with United Nations, non-United Nations and national stakeholders, the African Union, the European Union, the Bretton Woods institutions and government authorities ($142,100).

106. The amount of $29,600 is proposed for travel to participate in the African Union summit, where DPKO leadership would undertake strategic and politically sensitive discussions and provide technical expertise to the African Union Commission, States members of the African Union and the regional economic communities on operational and strategic matters related to peacekeeping, and the United Nations-African Union Joint Task Force at the margins of the summit.

3. Office of Military Affairs

(a) Results-based-budgeting framework

107. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

108. With a view to enhancing the effectiveness of military activities in peacekeeping, the core tasks of the Office are to: provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations;

support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhanced contributions to peacekeeping, including through its contribution to the implementation of the new reimbursement framework.

109. In 2016/17, the key priorities of the Office of Military Affairs are: improving strategic and operational planning; enhancing the training and performance of military components and improving rapid deployments. At headquarters, the Office will enhance its capacity to provide effective and timely strategic direction, operational guidance, training and support to all peacekeeping missions. The Office will also focus on rapid deployment and performance, with specific attention to the prevention of sexual exploitation and abuse. The implementation of newly developed policy and guidance materials and the recommendations contained in the Secretary-General's report on the future of United Nations peace operations (A/70/357-S/2015/682), as well as the recommendations of the eight capability development projects will also be the priorities. In addition, the Strategic Force Generation and Capabilities Planning Cell will be institutionalized during this period, in close coordination with the Policy Evaluation and Training Division.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations (2014/15: 98 per cent; 2015/16: 90 per cent; 2016/17: 90 per cent)

Outputs

- 10 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations
- 33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping
- 60 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 26 briefings to troop-contributing countries on all military aspects of peacekeeping operations as well as operational aspects of the implementation of the recommendations of the High-level Independent Panel on Peace Operations and performance related to the prevention of sexual exploitation and abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	**2.1 Military plans for new or significantly adjusted peacekeeping operations prepared, within 7 days of the adoption of the relevant Security Council resolution (2014/15: 7 days; 2015/16: 7 days; 2016/17: 7 days)**
	2.2 Readily deployable nucleus of Headquarters military personnel in peacekeeping operations established within 15 days of a Security Council resolution or related decision (2014/15: 15 days; 2015/16: 15 days; 2016/17: 15 days)
	2.3 Capability pledges by troop-contributing countries after assessment and advisory visits (2014/15: not applicable; 2015/16: not applicable; 2016/17: 8 pledges)

Outputs

- **4 strategic military concepts of operations, statement of force requirement, and rules of engagement for new or significantly adjusted peacekeeping operations**
- **6 military assessment and advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations**
- **Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days**
- **Replacement of the United Nations Standby Arrangements System with the Peacekeeping Capability Readiness System**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, after-conference/action reports, visits, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations (2014/15: 89 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)**

Outputs

- **14 strategic or oversight assessment reports of military components of peacekeeping operations**
- **8 predeployment and assessment reports of troop-contributing country capacities**
- **14 updated threat assessments reports for military operations in peacekeeping settings**
- **1 conference of heads of military components of peacekeeping operations**
- **1 workshop for military gender advisers**

- 2 guidance materials on the Battalion Commander Handbook and for the Preparation of Force headquarters and 2 standing operating procedures on the measurement of effects in peacekeeping operations and on the Force Commander's evaluation of subordinate units/subunits
- 3 regional workshops on implementation of the United Nations Military Unit Manual and on the implementation of "deterrence and the use of force"
- 2 military-to-military staff talks with European Union Military Service

External factors

Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2016/17*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	1	–	–	–	**1**	–
P-5	10	–	–	–	**10**	–
P-4	85	–	–	1	**86**	1
P-3	14	–	–	–	**14**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**111**	–	–	**1**	**112**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	19	–	–	–	**19**	–
Subtotal	**19**	–	–	–	**19**	–
Total	**130**	–	–	**1**	**131**	**1**

(c) Justification of posts

Establishment of the Strategic Force Generation and Capability Planning Cell[4]

110. The Strategic Force Generation and Capability Planning Cell was established through extrabudgetary resources in 2015 to help to address the critical and persistent military and police capability gaps in peacekeeping operations. The Cell engages Member States on a proactive, forward-looking and sustained basis to broaden the base of contributors and to solicit pledges of critical capabilities,

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[4] See also A/70/749, sect. III.

including female personnel, rapidly deployable capacities and niche enablers. The Cell also manages the new Peacekeeping Capability Readiness System, which replaces the previous United Nations Standby Arrangements System. The Cell is intended to fill a gap in the current force generation efforts of DPKO, which, by necessity, focus on the day-to-day operations, and are largely reactive and of a technical nature. By contrast, the Cell engages also at a political level and looks at requirements for the next three to five years. The Cell plays an important coordination function, facilitating cross-departmental communication and developing a strategy across DPKO and DFS, and will, through the creation of a knowledge management system, strengthen institutional memory.

111. The Cell will have four work streams:

(a) Outreach: support, guide and coordinate strategic Member State engagement with current and potential contributors of peacekeeping capabilities;

(b) New readiness system and rapid deployment: implement a redesigned system for managing commitments from Member States, the Peacekeeping Capability Readiness System, which will replace the United Nations Standby Arrangements System;

(c) Knowledge management: develop and manage a comprehensive knowledge management system to capture institutional knowledge from the two Departments related to the relevant aspects of each Member State's engagement or potential engagement in United Nations peacekeeping operations;

(d) Capability planning: develop and communicate long-term capability requirements based on internal DPKO/DFS discussions and consultations with Member States.

112. Currently, the Cell is composed of one Coordination Officer (P-4) and one Political Affairs Officer (P-3) in the Policy, Evaluation and Training Division funded by extrabudgetary resources, and one seconded Military Planning Officer (P-4) in the Force Generation Service of the Office of Military Affairs. However, the requirement for a more strategic and coordinated force generation is not a temporary one. Experience thus far has demonstrated that the Secretariat must engage with Member States on a longer timeline at both the technical and political levels to generate the critical capabilities that peacekeeping demands, and more rapidly. Extrabudgetary resources are not sufficient to sustainably fund this requirement in the long term.

113. In 2016/17, it is proposed that the Strategic Force Generation and Capability Planning Cell be formalized under the support account by establishing two new posts and redeploying two posts. One redeployed post of Military Planning Officer (P-4) and one new post of Planning Officer (P-4) will be located in the Office of Military Affairs, one new post of Programme Officer (P-4) will be located in the Policy, Evaluation and Training Division and one post of Police Personnel Management Officer (P-3) transferred from the Standing Police Capacity in GSC will be located in the Police Division of the Office of Rule of Law and Security Institutions.

114. The proposed structure of the Cell is unique to DPKO, but has proven successful since the Cell's temporary establishment in April 2015. To facilitate an integrated approach, the Cell is a shared responsibility of the Office of Military

Affairs and the Policy, Evaluation and Training Division and is co-managed by the Chief (P-5) of the Force Generation Service of the Office and the Head (P-5) of the Partnerships Team of the Division who co-chair biweekly meetings of the Cell. The new Planning Officer and the redeployed Military Planning Officer in the Cell would report directly to the Office of Military Affairs, with a secondary reporting line to the co-chairs of the Cell. The new Programme Officer would report directly to the Policy, Evaluation and Training Division, with a secondary reporting line to the co-chairs of the Cell. Similarly, the transferred Police Personnel Management Officer would report directly to the Office of Rule of Law and Security Institutions, with a secondary reporting line to the co-chairs of the Cell.

115. A detailed description of the proposed establishment of the post of Programme Officer (P-4) in the Policy, Evaluation and Training Division and the transfer of the post of Police Personnel Management Officer (P-3) in the Office of Rule of Law and Security Institutions are provided under the respective Office and Division (see paras. 155 and 188 below).

Establishment of a post (P-4 Planning Officer) in the Office of Military Affairs as part of the Strategic Force Generation and Capability Planning Cell

116. The Planning Officer (P-4) would provide the military expertise to the outreach and planning activities of the Strategic Force Generation and Capability Planning Cell. The Officer would lead on the efforts of DPKO to better communicate the uniformed capability requirements for peacekeeping operations in current missions and to identify and communicate the emerging and future requirements through a capability planning process. The Officer would be responsible for engagement with the Member States' military advisers and would also be the primary liaison between the Cell and the services of the Office of Military Affairs and the Office leadership. He or she would lead the effort to advise Member States that provide equipment and training to other troop-contributing countries and help to align their efforts to meet the most acute needs in missions.

117. The Planning Officer would coordinate with DFS and relevant DPKO offices to support the requirements for initiatives to reduce the timelines for force generation and deployment, and, given the heavy requirements of the new Peacekeeping Capability Requirements System, he or she would also provide backup support to the manager of the System. There is currently no additional capacity within the Office of Military Affairs to lead these strategic force generation workstreams. Furthermore, the longer-term efforts in respect of strategic force generation require the retention of institutional knowledge about the capabilities of troop-contributing countries that is currently not available to the Office, given the predominance of seconded staff.

Redeployment of a post (P-4 Military Planning Officer) from the Force Generation Service in the Office of Military Affairs to the Strategic Force Generation and Capability Planning Cell

118. The seconded Military Planning Officer previously responsible for the management of the United Nations Standby Arrangement System must be redeployed to manage the new Peacekeeping Capability Readiness System. Given the focus of the Readiness System on rapid deployment, and the strategic engagement with Member States that is needed to populate and operationalize the

new system, it is important to integrate this post within the Strategic Force Generation and Capability Planning Cell. To improve upon the previous system, DPKO intends to integrate the System into the force generation process and increase the level of interaction with Member States. As such, a range of new functions of managing the system and overseeing the Member State engagement related to the Peacekeeping Capability Readiness System needs to be performed on a daily basis. This requires a dedicated capacity, and it is proposed that the seconded Military Planning Officer (P-4) post, which managed the functions related to the United Nations Standby Arrangements System, be redeployed from the Force Generation Service in the Office of Military Affairs to the Strategic Force Generation and Capability Planning Cell. As the Standby Arrangements System will be replaced by the Peacekeeping Capability Readiness System, the post becomes available for redeployment without altering the workload balance in the Force Generation Service.

119. The Military Planning Officer (P-4) would contribute to the rapid-deployment workstream of the Cell by managing the capability pledges of Member States for future missions and, by planning and conducting assessment and advisory visits, would assess and help to improve the state of readiness of such pledged capabilities. Through engagement with Member States and the conduct of such visits, the post would support the achievement of targeted objectives, such as registering sufficient pledged capabilities in the level 3 of the Peacekeeping Capability Readiness System to support the establishment of a new, medium-sized peacekeeping mission.

(d) Financial resource requirements

(Thousands of United States dollars)

				Variance	
	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	27 162.4	23 250.4	24 006.1	755.7	3.3
II. Non-post resources					
Official travel	633.7	634.6	667.1	32.5	5.1
Subtotal, II	**633.7**	**634.6**	**667.1**	**32.5**	**5.1**
Total	**27 796.1**	**23 885.0**	**24 673.2**	**788.2**	**3.3**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$24 006.1	$755.7	3.3%

120. The provision would cover the salaries, common staff costs and staff assessments for 131 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of one new post.

	Cost estimates	*Variance*	
Official travel	$667.1	$32.5	5.1%

121. The official travel requirements are described in the paragraphs below.

122. The amount of $336,800 is proposed for travel to carry out the following mission planning/assessments/consultations activities: discussing various military aspects of peacekeeping operations with the African Union, the Association of Southeast Asian Nations, the Collective Security Treaty Organization, the European Union and the North Atlantic Treaty Organization, with a view to strengthening partnerships and enhancing contributions to peacekeeping ($115,200); and conducting strategic reviews and military capability studies to hold consultations with local actors to revise military concepts of operations, force requirements and rules of engagement ($221,600).

123. The amount of $242,100 is proposed for travel to undertake the following technical support activities: predeployment visits to review contributions pledged by troop-contributing countries and assist them with major equipment, self-sustainment and military personnel matters ($41,300); operational briefing visits to emerging or potential troop-contributing countries, introduction of new required capabilities and explanation of changes in mandate and related concept of operation ($51,400); provision of oversight and strategic guidance to heads of military components on military-related aspects of peacekeeping operations, including crisis response, drawdown, reconfiguration of military components and transitional issues, as well as issues related to sexual exploitation and abuse ($97,800); and provision of strategic and technical support at the regional conferences of senior military components and conduct of a wide range of discussion on oversight, inter-mission cooperation and cross-cutting issues at the regional level ($51,600).

124. The amount of $88,200 is proposed for travel to participate in the following activities: consultations to identify practices, lessons learned, operational and tactical concerns in order to develop concept documents for collective training requirements of Force headquarters staff ($9,500); consultations to discuss established priorities identified in the United Nations-European Union Military Service strategic partnership on peacekeeping and crisis management ($6,200); organization of a workshop in RSCE to increase the awareness of military gender advisers on issues relating to women and peace and security to enhance their capacity in implementing the mandated tasks ($18,900); organization of regional consultation workshops in Asia, Africa and Europe to develop guidance materials and standard operating procedures on survivability in an improvised explosive devise attack, guidance for battalion commanders, operational readiness assurance and the use of force and also to ensure the implementation of developed guidance by Member States and field missions ($53,600).

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

125. The Office of Rule of Law and Security Institutions comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

126. The Office of Rule of Law and Security Institutions will undertake a broad spectrum of activities mandated by the Security Council and the General Assembly to support peacekeeping operations and ensure a coordinated approach to the strengthening of the rule of law and security institutions. Together with UNDP, the Office represents the Department as co-leader of the global focal point arrangement for police, justice and corrections areas in post-conflict and other crisis situations and, as such, will give priority to increasing coherence and efficiency in delivering support to the field.

127. In 2016/17, the Office will focus on the implementation of the report of the Special Committee on Peacekeeping Operations (A/69/19); the report of the Secretary-General on the future of United Nations peace operations (A/70/357-S/2015/682); the report of the Advisory Group of Experts on the Review of the United Nations Peacebuilding Architecture (A/69/968-S/2015/490); the High-level Review and Global Study on the implementation of resolution 1325; Security Council resolutions 2151 (2014) on security sector reform and 2185 (2014) on policing; the operationalization of a multi-year strategic approach for the United Nations police; and the implementation of the Strategy of the United Nations on Mine Action 2013-2018 (see General Assembly resolution 68/72). The Office will also continue to lead other system-wide initiatives through inter-agency processes in the areas of disarmament, demobilization and reintegration, mine action and security sector reform. Priority areas of engagement relating to peacekeeping include coordinated programming; integrated strategic results and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; capacity-building and institutional development; planning of and support for the transitioning of peacekeeping operations; support for regional partnerships and cross-cutting initiatives; development of policy, technical guidance and training materials and delivery of training programmes in specialized areas; targeted recruitment of experts; and recruitment, deployment and maintenance of rapidly deployable specialist capacities.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.3 General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping (2014/15: not applicable; 2015/16: 1; 2016/17: not applicable)

Outputs

- 35 presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of the rule of law and security institutions
- Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing as an integral part of peacekeeping and post-conflict peacebuilding; justice and corrections; disarmament, demobilization and reintegration; mine action, weapons and ammunition management, improvised explosive device responses and/or security sector reform
- 74 briefings on peacekeeping operations to legislative bodies, Member State groupings, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (34); justice and corrections (10); mine action, weapons and ammunition management and improvised explosive device responses (10); disarmament, demobilization and reintegration (10); and security sector reform (10)
- 4 briefing notes on developments in disarmament, demobilization and reintegration in field operations
- 1 multi-donor report on mine action covering activities in up to 10 field operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates	2.1 Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 25 days of the adoption of the relevant Security Council resolution (2014/15: 28 days; 2015/16: 25 days; 2016/17: 25 days)
	2.2 Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2014/15: 30 days; 2015/16: 30 days; 2016/17: 30 days)
	2.3 Initial deployment of personnel specializing in mine action, weapons and ammunition management, improvised explosive device response and security sector reform to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2014/15: 30 days; 2015/16: 30 days; 2016/17: 30 days)

Outputs

- 10 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions
- 15 end-of-assignment reports on required ongoing support, lessons learned and best practices (9 police, 3 justice and 3 corrections) for new, existing or transitioning peacekeeping operations

- 1 outreach activity to promote the United Nations roster of security sector reform experts
- 2 outreach activities to generate specialized police teams and increase the number of female police officers in peacekeeping

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device response components reflected in 5 integrated mission plans (2014/15: 5; 2015/16: 5; 2016/17: 5)
	3.2 Vacancy rate for police in field operations reduced to 15 per cent (2014/15: 15 per cent; 2015/16: 15 per cent; 2016/17: 14 per cent)
	3.3 Annual plans for mine action and/or weapons and ammunition management developed or updated for 5 peacekeeping operations (2014/15: 3; 2015/16: 5; 2016/17: 5)

Outputs

- 7 new or revised concepts of operations on police operational plans, and/or standard operating procedures for police components of peacekeeping operations
- 49 in-country briefings/presentations on police issues (including the Peacekeeping Capability Readiness System) in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment
- 2 guidance documents and training tools for justice and corrections personnel and 1 guidance document on security sector reform
- 1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration
- 10 co-chaired videoconferences with Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations
- 2 training courses, one for 25 police planners of peacekeeping operations from regional and subregional organizations and one for 25 officers on the Senior Police Leadership Roster
- 2 technical assessment missions to provide technical assistance to field operations in the areas of physical security and stockpile management and improvised explosive devices
- 3 conferences: 1 for heads of police components of peacekeeping operations; 1 for heads/senior officers of field-based security sector reform components; and 1 for senior officers of disarmament, demobilization and reintegration components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination

- 46 technical or strategic support, review or assessment reports on the implementation of police (12); justice (7); corrections (7); mine action, weapons and ammunition management and improvised explosive device responses (5); disarmament, demobilization and reintegration (10); and security sector reform (5) activities or mandates in peacekeeping operations
- 1 report on the implementation of recommendations on the review of the Standing Police Capacity
- 1 joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel
- 1 joint World Bank-United Nations review of public expenditure in a peacekeeping context

External factors

Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	1	**1**	1
D-1	3	–	–	–	**3**	–
P-5	9	–	–	1	**10**	1
P-4	45	–	–	2	**47**	2
P-3	29	–	–	2	**31**	2
P-2/P-1	–	–	–	–	–	–
Subtotal	**86**	–	–	**6**	**92**	**6**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	17	–	–	–	**17**	–
Subtotal	**17**	–	–	–	**17**	–
Total, posts	**103**	–	–	**6**	**109**	**6**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	4	–	–	–	**4**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**4**	–	–	–	**4**	–

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**4**	**–**	**–**	**–**	**4**	**–**
Grand total	**107**	**–**	**–**	**6**	**113**	**6**

(c) Justification of posts

Office of the Assistant Secretary-General

Establishment of one post (P-5 Senior Programme Officer) in the Office of the Assistant Secretary-General

128. In line with the recent increased demands on the peacekeeping missions for the one United Nations approach, the Secretary-General, in his report on the future of United Nations peace operations (A/70/357-S/2015/682), recommended strengthening the global focal point capacity at Headquarters for joint programme design and implementation in the areas of human rights, justice, corrections and police, to ensure that peacekeeping mission structures and coordination arrangements with the United Nations country team provide for an integrated approach and facilitate the implementation of joint strategies and capacity development programmes.

129. The Office of the Assistant Secretary-General, comprising six posts (2 P-4, 1 P-3 and 3 GS (OL)) and one general temporary assistance position (1 P-4) funded from the support account, has no dedicated resources available to support the implementation of the recommendations by the High-level Independent Panel on Peace Operations or the systemic change towards peace sustainment. In addition, no dedicated resources were allocated to strengthen the management of the global focal point arrangement and there is currently no central focal point for project management and design in the Office of Rule of Law and Security Institutions.

130. In that context, the establishment of one post of Senior Programme Officer (P-5) in the Office of the Assistant Secretary-General is proposed to adequately resource this high profile portfolio of work. The incumbent would enable the development of an overarching approach for peace sustainment work and its integration across different offices and sections in DPKO and DFS, effectively building on and linking ongoing initiatives and strengthening cooperation with relevant partners in key peace sustainment areas.

131. The Organization would benefit from the efficiencies of having a dedicated capacity to provide strategic and operational support to DPKO/DFS in implementing multilayered peace sustainment mandates in increasingly complicated environments. It would also strengthen efforts by the Departments to link their peace sustainment efforts with those of key United Nations and non-United Nations partners, and to align these with ongoing global initiatives, including the Agenda 2030 for Sustainable Development. In addition, enhancing the management and project design capacity of the global focal point arrangement will be necessary, as the arrangement is expanded thematically and to cover the full conflict cycle. It will improve the

coherence and system-wide approach to peace sustainment work, including in the areas of rule of law and security institutions, eliminating duplication and complementing mandate implementation with concrete programmatic support, in missions with rule of law components.

132. The increase in efficiency would be felt within missions in implementing peace sustainment mandates, as well as at Headquarters, particularly in integrated planning and assessment processes. Briefings to intergovernmental bodies, such as the Security Council, the General Assembly and its subsidiary bodies, Member States and other partners working on peace sustainment issues would also benefit from this more strategic and operational support.

133. The rapidly evolving situations in certain mission environments, such as South Sudan, Mali, Central Africa and West Africa, all point to the fragility of the context and the urgent need for dependable and sustained Headquarters support for sustaining peace. Without the establishment of the post, the Secretary-General's decision to enhance the capacity of the global focal point arrangement would not be implemented and DPKO/DFS would not be able to successfully implement its mandates in this regard.

Criminal Law and Judicial Advisory Service

Renaming of the Criminal Law and Judicial Advisory Service as the Justice and Corrections Service

134. It is proposed that the name of the Criminal Law and Judicial Advisory Service be changed to Justice and Corrections Service. The current name does not accurately reflect the scope and activities of the Service. In particular, it does not reflect the work of the Service in the corrections area, and suggests that the Service is engaged only on criminal justice and judicial matters, and not on other rule of law areas, such as legislative reform and constitution-making. The current name also suggests that the primary function of the Service is to provide advice. In fact, the Service provides a much broader range of support services, including strategic planning and budgeting, training and policy development, resource mobilization, force generation, and advocacy with Member States and other United Nations and non-United Nations actors.

Security Sector Reform Unit

Renaming of the Security Sector Reform Unit as the Security Sector Reform Service

135. The Security Sector Reform Unit provides strategic policy frameworks to support the Assistant Secretary-General for Rule of Law and Security Institutions in ensuring a holistic, integrated approach to the establishment of the rule of law and reform of security institutions in United Nations peacekeeping operations. The Unit is also responsible for facilitating the implementation of Security Council resolution 2151 (2014) across DPKO and throughout peacekeeping operations.

136. By its resolution 69/308, the General Assembly approved the establishment of a post of Principal Security Sector Reform Officer at the D-1 level to lead the Security Sector Reform Unit, while also leading, representing and providing direction on strengthening integrated planning and operational security sector reform support in peacekeeping missions, and in engagement on security sector reform with New York-based political processes in relation to peacekeeping

operations, at a level commensurate with the complexities and risks involved. In line with Secretary-General's bulletin ST/SGB/Organization of 8 August 1996 on the norms established by the Secretary-General for organizational nomenclature and to reflect the Unit's expanded role as described above, it is proposed that the Security Sector Reform Unit be renamed the Security Sector Reform Service.

Mine Action Service

Establishment of one new post of Director of the United Nations Mine Action Service (D-2)

137. The General Assembly, in its resolution 53/26, designated the United Nations Mine Action Service as the focal point for the coordination of the United Nations effort to eliminate landmines and explosive remnants of war and to mitigate their impact on people's lives. The Assembly, in its resolution 70/80, further designated UNMAS as the coordinator for mine action within the United Nations system and recognized the importance of explicitly incorporating references to mine action in the mandates of peacekeeping operations in the light of the potential that mine action can have as a peace- and confidence-building measure in post-conflict situations among the parties concerned. UNMAS supports peacekeeping operations mandated by the Security Council or intervenes when requested by the Secretary-General or an affected country, often in response to a humanitarian emergency. As the nature of conflict evolves, the scope of interventions by UNMAS has had to expand to the mitigation of the threat posed by a wide range of explosive hazards, including mines, cluster munitions, improvised explosive devices, as well as unsafe and unsecure ammunition.

138. As at 2015/16, UNMAS supports 10 peacekeeping operations and oversees $190 million in peacekeeping appropriations, a nearly 30-fold increase from the $6.5 million it was entrusted to oversee in 2002, when the support account funded five posts (1 P-4, 3 P-3 and 1 GS (OL)) in UNMAS to backstop three peacekeeping operations. The two posts (2 P-3) added under the support account since then are not commensurate with the exponential increase in mandates, appropriations and oversight responsibilities.

139. The vast majority of the work undertaken by UNMAS at Headquarters, and by its Director in particular, is in support of peacekeeping operations. As they deploy to more violent environments characterized by asymmetric threats, the Security Council has increasingly tasked operations with undertaking mine action activities and UNMAS has had to respond to more requests for expert assistance for activities related to improvised explosive devices (MINUSMA, and AMISOM through UNSOS) and in support of mandated tasks in the areas of disarmament, demobilization and reintegration and security sector reform (UNAMID, MONUSCO, UNOCI, UNISFA, UNMISS, MINUSMA). It is anticipated that the volume of mine action activities in support of peacekeeping will be sustained, if not increased, over the next several years.

140. To date, the support account funds seven posts in UNMAS (1 P-4; 5 P-3; 1 GS (OL)), with the other 31 posts funded through extrabudgetary resources. While more than 80 per cent of the activities and budgets overseen by UNMAS support peacekeeping operations, the support account funds less than 20 per cent of its posts. Therefore, it is proposed that the post of Director (D-2) of UNMAS be

established under the support account to ensure the oversight of $190 million in peacekeeping and continuity in the provision of strategic direction and guidance.

141. The Director is responsible for the planning, execution and management of UNMAS-mandated activities in support of peacekeeping operations, including the oversight of human and financial resources. The Director provides DPKO senior leadership, Member States and partner organizations with strategic guidance related to mine action. The Director is also increasingly requested to provide DPKO/DFS with policy advice and guidance related to the exposure of peacekeeping operations to complex and asymmetric threats as well as matters of compliance with relevant international standards.

142. The proposal for the establishment of the post of Director follows a recommendation made by OIOS, in its audit report, and further accepted by DPKO, that it take action to mitigate the risk associated with overreliance on extrabudgetary funding for core posts in implementing UNMAS programmes.

143. The establishment of the post of Director of UNMAS (D-2) under the support account is thus necessary for the Organization to ensure a responsible stewardship of resources, and sustainable funding for functions essential to the backstopping of peacekeeping operations.

Restructuring

Police Division

Restructuring of the Standing Police Capacity through the transfer of posts from GSC to New York in the Police Division

144. The current staffing establishment of the Police Division comprises 57 posts (1 D-1, 5 P-5, 27 P-4 (1 GTA), 15 P-3 and 9 GS (OL)) funded from the support account, of which nine posts (1 D-1, 4 P-4, 2 P-3 and 2 GS (OL)) are in the Office of the Police Adviser. The current staffing establishment of the Standing Police Capacity, which is based at and funded from GSC, comprises 37 posts (1 D-1, 3 P-5, 15 P-4, 14 P-3, 2 FS and 2 NGS). The Standing Police Capacity, while located in Brindisi, reports to the Police Division in New York.

145. As early as August 2008, in its audit report on the management of United Nations police operations, OIOS recommended that reporting lines and linkage with the United Nations Police Division should be reassessed. Also in 2008, in the report of the Panel of Experts on the Standing Police Capacity's first year of operation (A/63/630), the Panel noted that measures should be put in place to offset the lack of daily physical contact with the New York mission planning and management establishment. The recent experiences of DPKO with establishing UNMISS, MINUSMA and MINUSCA have confirmed that certain strategic, technical and operational mission-related support, including daily coordination with Headquarters-based entities, would be further enhanced if Brindisi-based positions were kept under review for transfer to its parent unit — the New York-based Police Division.

146. Taking current fiscal limitations into account, the Police Division is seeking to improve its ability to provide quality, timely support to the field by relocating the current functions or reclassifying responsibilities, and the associated resources of the Standing Police Capacity, currently located in GSC and included in its budget, to Headquarters in the Police Division, and to expand the responsibilities of the approved functions to perform additional specialized tasks. The increase in scope of

responsibility of the relocated posts would include a continuous flow of information between New York and Brindisi and the provision of technical advice to the Police Adviser on how to increase and measure the effectiveness of the Standing Policy Capacity. Furthermore, the Standing Police Capacity would be integrated into all day-to-day Headquarters-based activities of the Police Division and engaged in the early planning, rapid deployment and start-up of operational activities undertaken to support field-based police components. This relocation directly aligns with the Secretary-General's call to maximize the use of existing resources in the Police Division by using personnel from the Standing Police Capacity more flexibly. Furthermore, they would still be able to deploy to field missions, just as any other Standing Police Capacity officer is able to do currently.

147. In this context, it is proposed that in 2016/17 four posts of the Standing Police Capacity in GSC (2 P-4 and 2 P-3) be moved to the Police Division at Headquarters as Transnational Crime Adviser (P-4), Training Adviser (P-4), Personnel Management Officer (P-3) and Police Technology Requirements Adviser (P-3). While the Transnational Crime Adviser (P-4) and the Personnel Management Officer (P-3), when transferred, would continue to maintain their initial responsibilities and functional titles, it is proposed that the Detention Adviser (P-4) and the Logistics Planning Officer (P-3) be reassigned as Training Adviser (P-4) and Police Technology Requirements Adviser (P-3), respectively. Further details for each post are provided below.

148. The four relocated posts would provide for closer engagement on a day-to-day basis with New York offices, departments and Member States, which cannot be achieved if the officers are located in Brindisi. Furthermore, these posts would also enhance response to urgent and long-term needs, including in the areas of transnational organized crime and support to police technology in the field missions, as identified in the report on the Expert Panel on Technology and Innovation in United Nations Peacekeeping, and rapid deployment, as highlighted in the report of the Secretary-General on the future of United Nations peace operations (A/70/357-S/2015/682). The Police Division would be better equipped in integrating all aspects of training, transnational organized crime and police high technology into all planning activities related to start-up and surge capability for new and ongoing field missions. Moreover, New York-based staff both in DPKO and other United Nations system partners would have increased access to policing and law enforcement aspects of training, transnational organized crime and police high technology. Furthermore, it would strengthen the capacity within the Office of the Police Adviser to integrate and engage the functions related to the Standing Police Capacity at the early planning, rapid deployment and immediate start-up of operational activities undertaken to support field-based police components.

Transfer of one post (P-4 Detention Adviser) in the Standing Police Capacity in GSC to perform the reassigned functions of Training Adviser (P-4) in the Police Division (abolishment of the post in GSC and establishment in the support account)

149. The reassigned post of Training Adviser (P-4) would, among other things, provide advice and assistance on law enforcement training initiatives, support the development of police academies and other law enforcement training facilities, design training courses and other initiatives that the SPC can deliver once deployed, support the implementation of relevant corrective and supplementary training initiatives, in cooperation with national and international partners, and facilitate

donor engagement in the pursuit of increasing financial support to law enforcement training matters. He or she would interact with relevant offices within the Department(s) and Member States to coordinate training-related activities in support of host police services and law enforcement agencies in field operations. The training tasks encompass not only developing the training policy and strategy but training development, delivery and evaluating the impacts of the training. The incumbent will take the lead on all the training and related issues, including coordination with internal and external training providers, in particular, the Integrated Training Service. The post would support the development of guidance material in the areas such as criminal investigation procedures and crime prevention; investigation of serious, organized or transnational crimes; forensic analysis; human trafficking; cross-national police cooperation and the establishment of national central bureaus; and land, air and sea border security. The incumbent would analyse the operational gaps of the United Nations police in the peacekeeping mission; plan and develop strategies to address such gaps through training, workshops and other collective means; work closely with the Integrated Training Service in relation to broader police peacekeeping training issues; define training standards for police personnel in peacekeeping operations and work closely with the Training Service and Member States to enhance the standards of the police in the peacekeeping operations; and liaise with the mission training components and review the curricula prepared for the local police to ensure that it incorporates international human rights and all key elements of democratic policing standards. In close coordination with other rule of law partners, the incumbent would ensure uniformity in all training courses that are conducted under the aegis of the United Nations police, oversee the development of Police Division induction programmes, identify pertinent policing themes for the annual conference of police commissioners and take the lead in organizing it and work closely with the Standing Policy Capacity.

150. Since the inception of the Justice and Corrections Standing Capacity in Brindisi, there has been a decrease in the demands for a Detentions Adviser by the United Nations police components. However, the increased training requirements of Member States, the need for the development of training materials to support the implementation of the Strategic Guidance Framework for International Police Peacekeeping as well as the need for strategic advice on training and capacity development by field missions' police components have prompted DPKO to consider the reclassification of the post of Detention Adviser to Training Adviser and its relocation to New York.

Transfer of one post (P-3 Logistics Planning Officer) in the Standing Police Capacity in GSC to perform the reassigned functions of Police Technology Requirements Adviser (P-3) in the Police Division (abolishment of the post in GSC and establishment in the support account)

151. The findings of the independent Expert Panel on Technology and Innovation in United Nations Peacekeeping focus on the three central areas of getting the basics right, operational imperatives and mission support. These findings were later also endorsed in the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446). Among others, the Police Division has developed a concept note on the use of personnel mounted cameras, which will form the basis for input into a more comprehensive package of recommended technology and equipment for individual police officers and formed police units. Furthermore, the Police Division,

together with the Office of Military Affairs, is exploring the development and deployment of an integrated incident reporting/standardized information system functionality for police and military components, which may include harmonized police/military/security taxonomy. This system will strengthen the capabilities of the peacekeeping operations to acquire and process reliable information by utilizing the tools of technology.

152. In this context, the incumbent of the post of Police Technology Requirements Adviser (P-3) would provide assistance in the field of logistics as pertaining to improving the overall effectiveness and efficiency of law enforcement operations and support in starting up police components in new United Nations peace operations as well as assisting existing operations. In addition, to support the cohesion for the capability-driven approach and the utilization of innovations and technology in peacekeeping operations, the incumbent would provide expertise in high technology requirements for policing and undertake innovative work in field missions, while maintaining an advisory role to the Division's strategic leadership.

Transfer of one post (P-4 Transnational Crime Adviser) from the Standing Police Capacity in GSC to the Police Division (abolishment of the post in GSC and establishment in the support account)

153. It is also proposed that one post Transnational Crime Adviser (P-4) from the SPC in GSC be transferred to the Police Division. The Transnational Crime Adviser would report to the Police Adviser, an arrangement consistent with existing command and control structures. Furthermore, it would strengthen the capacity within the Office of the Police Adviser to integrate and engage the functions related to the Standing Police Capacity at early planning, rapid deployment and immediate start-up of operational activities undertaken to support field-based police components.

154. The incumbent would provide advisory support to the Police Adviser and Member States and assistance in the field of combating transnational crime, organized crime, and other emerging crime issues, especially in new and transitioning mission settings. He or she would assist in developing institutional capacities of national police and other law enforcement capacities in post-conflict environments, working closely with various international and national actors at Headquarters and in the field to help design strategies, as well as develop and implement project and programmatic activities. The incumbent would assist in strategic and operational planning tasks, represent the United Nations police in expert forums, and evaluate the needs and requirements of United Nations police, national police and other law enforcement agencies that the United Nations police are mandated to support. When deployed to the field, the incumbent would work closely with the United Nations police; provide advice to national police and other law enforcement officials in planning, developing, and implementing police and other law enforcement strategies, programmes and activities to deal with transnational crime; and prepare proposals on how the United Nations police can provide specialized institutional capacity-building assistance in these areas. While the existing positions deal with strategic level coordination and developing strategies, the relocated post will undertake field-level assistance, resulting from operational and tactical assessments and planning in response to the specific needs of the missions.

Transfer of a post (P-3 Police Personnel Management Officer) from the Standing Police Capacity in GSC to the Police Division to assist the Strategic Force Generation and Capability Planning Cell (abolishment of the post in GSC and establishment in the support account)

155. As explained above, in order to assist DPKO/DFS in its recruitment and forward planning of police contingents, one Police Personnel Management Officer (P-3) is proposed for transfer from the Standing Police Capacity in GSC to the Police Division to assist the Strategic Force Generation and Capability Planning Cell. In close coordination with the Selection and Recruitment Section of the Police Division, the incumbent would provide advisory support to the Cell on United police deployment mechanisms. He or she would support, guide and coordinate Member State engagement with current and potential contributors of police peacekeeping capabilities; assist in the implementation of a redesigned system for managing commitments from Member States; and manage the police and law enforcement aspects of the knowledge management system to capture the relevant aspects of each Member State's engagement or potential engagement in United Nations peacekeeping operations. He or she would also develop and communicate long-term capability requirements on the basis of internal DPKO/DFS discussions and consultations with Member States. In addition, the incumbent may be deployed to the field missions to assess, and to Member States to assist in the evaluation of the national police and law enforcement personnel management systems, administration processes and other instruments, with a view to strengthening of their capabilities to support rapid deployments of police personnel and units to United Nations peacekeeping operations. He or she would collaborate and advise peace operations' police components as well as national police services and authorities on the establishment of efficient, transparent institutional capacity-building personnel systems and activities.

(d) Justification of general temporary assistance positions

Office of the Assistant Secretary-General

Rule of Law and Security Institutions Officer — integrated operational team — specialist (1 P-4 position, continuation)

156. The approved staffing establishment of the Office of the Assistant Secretary-General comprises six posts (2 P-4, 1 P-3 and 3 GS (OL)) and one general temporary assistance position.

157. During the 2016/17 fiscal period, MINUSCA will continue to focus on the protection of civilians, stabilizing the security situation, developing interim stabilization measures, such as community violence reduction activities to sustain and accompany the peace negotiations, creating conditions for the reconstitution of the national defence and security forces, assisting the Government in the preparations and subsequent implementation of a disarmament, demobilization, and reintegration programme and security sector reform.

158. The mandate for MINUSCA has a strong emphasis on supporting the rule of law and security institutions. The key immediate priorities for the Mission include ensuring public safety, law and order, disarming, demobilizing and reintegrating members of armed groups and assisting the Government in addressing the prevalent impunity through support to national and international justice and rule of law, as

well as national corrections institutions. Furthermore, MINUSCA is mandated to support security sector reform and weapons and ammunition management, and to support the sanctions regime established under Security Council resolution 2127 (2013), including by inspecting, recording and disposing arms and any related materiel as soon as the security situation permits; the Security Council requested the Secretary-General to begin planning for these tasks.

159. In this context, a dedicated capacity at Headquarters to support, coordinate, and provide advice for efforts to strengthen the rule of law and security institutions is necessary. In fulfilment of such role, the Rule of Law and Security Institutions Officer provides follow-up on all ROLSI-related issues in the Central African Republic; maintains day-to-day contact with the relevant components in ROLSI components of MINUSCA; serves as primary liaison within DPKO between the Central African Republic team in the Office of Operations and the substantive units of the Office of Rule of Law and Security Institutions; provides regular analysis and updates on critical issues related to ROLSI in the Mission area, including through drafting substantive inputs to briefings, code cables, reports of the Secretary-General and the Security Council and other outputs of the team; facilitates working-level coordination and integration of planning processes in the ROLSI areas and provides ROLSI-specific guidance, advice and support to MINUSCA, including on the development of strategic plans and policy frameworks, projects and programmes for the ROLSI components; ensures that ROLSI-relevant considerations are reflected in all budgeting and recruitment processes; and under the guidance of the Director or Team Leader, coordinates ROLSI participation in assessment missions to operations within the assigned area of responsibility and draft reports thereon.

160. In this context, it is proposed to continue the general temporary assistance position of Rule of Law and Security Institutions Officer (P-4) to meet the ongoing and anticipated workload. While efforts have been made to absorb additional functions within the existing staffing, the Africa II Division did not have the capacity to meet the increased workload described above in a longer term, and sustainable capacity is required to implement the mandate of the Office of Operations to provide effective and integrated support for MINUSCA.

Criminal Law and Judicial Advisory Service

Judicial Affairs Officer (1 P-4 position, continuation)

161. The Criminal Law and Judicial Advisory Service consists of 16 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3 and 2 GS (OL)) and one general temporary assistance position (P-4), funded from the support account. Judicial affairs officers and corrections officers serve as desk officers for two to four operations each. In addition to backstopping mission components, the officers organize the training programmes for judicial affairs officers and corrections officers in field missions, operate the electronic rule of law community of practice and contribute to the development of policy and guidance materials.

162. The Criminal Law and Judicial Advisory Service judicial affairs officers currently support justice components in seven DPKO-led peace operations (MINUSMA, MINUSCA, MINUSTAH, MONUSCO, UNAMID, UNMIK and UNMIL). These peacekeeping operations have a combined total of approximately 250 justice personnel. The Service is also engaged in planning processes for a new

justice component in UNMISS and is assisting UNISFA with regard to customary justice.

163. The general temporary assistance position of Judicial Affairs Officer was initially created in July 2010 in response to the need to provide adequate support to rule of law efforts in Haiti in the aftermath of the earthquake. Since then, the Judicial Affairs Officer has provided strategic and technical support to the Mission's efforts on rule of law issues and also assisted in mobilizing the necessary resources and political attention at the Headquarters level. The Judicial Affairs Officer has played a key role in formulating recommendations on the reconfiguration of MINUSTAH in the area of rule of law and supporting efforts on joint programming with UNDP for justice reform in Haiti, including more recently through the global focal point for the police, justice and corrections arrangement.

164. The incumbent would be expected to provide continued assistance to MINUSTAH. As the Mission enters the last phase of its consolidation, it has identified rule of law, justice and corrections as among the key strategic areas that will require sustained or increased attention beyond 2016. Going forward, the Judicial Affairs Officer would support the Mission in transition planning efforts in the area of justice, including the gradual transfer of responsibilities to the United Nations country team and to national authorities. The Officer would support the Mission in implementing these targeted interventions within the framework of the global focal point arrangement, under the overall leadership of the Special Representative of the Secretary-General. There is therefore a need for continued Headquarters support to MINUSTAH during the transition phase.

165. This position is also needed to provide backstopping support to MINUSCA, particularly as the justice programme of the Mission is rapidly expanding. The Judicial Affairs Officer would assist MINUSCA in mobilizing resources for programmatic activities to strengthen national justice institutions, including the Special Criminal Court, in the Central African Republic. The Officer would also provide expert guidance and advice, including through monitoring and analysing justice issues in the Central African Republic, identifying challenges and opportunities and preparing recommendations for consideration by the Justice and Corrections Section of MINUSCA and the leadership of the Mission. In support of Mission counterparts, she or he would also liaise at Headquarters level with United Nations and external partners on all matters relating to strengthening the justice sector in the Central African Republic to ensure a coordinated and coherent approach for assisting the national authorities and stakeholders.

166. Accordingly, it is proposed that the general temporary assistance position of Judicial Affairs Officer (P-4) be continued. The continuation would reflect the recognition by the High-level Independent Panel and the Special Committee on Peacekeeping Operations that assisting national authorities to rebuild justice systems is a key aspect of strengthening the rule of law and ensuring the consolidation of peace in the aftermath of conflict.

Police Division

Police Programme Officer — MINUSCA (1 P-4 position, continuation)

167. The approved staffing establishment of the Police Division comprises 60 posts (1 D-1, 5 P-5, 30 P-4, 15 P-3 and 9 GS (OL)) and one general temporary

assistance position Police Officer — MINUSCA (P-4), funded from the support account.

168. The mandate for MINUSCA includes support towards rebuilding the Central African Republic police and gendarmerie through technical assistance, capacity-building, co-location and mentoring programmes, pursuant to Security Council resolutions 2149 (2014), 2212 (2015) and 2217 (2015). Given the complexity of reforming, restructuring and rebuilding host-State police services, these tasks require significant expertise in the areas of technical assistance, guidance development and donor coordination.

169. The Mission's authorized staffing level of more than 2,000 police personnel comprises a significant part of the overall authorized strength of the United Nations police. The required capacity for supporting MINUSCA, the Police Division's third largest mission, cannot be absorbed by existing resources, as the Division's workload now supports 12 DPKO-led and 7 Department of Political Affairs-led field missions. The Police Division has implemented a number of mechanisms to improve efficiency, including increasing the number of missions handled by each desk officer. However, to ensure that the Division continues to support MINUSCA providing support to the Mission's police component, it is critical that the general assistance position of Programme Officer (P-4) is continued.

170. In this context, it is proposed that the general assistance position of Programme Officer (P-4) be continued. The incumbent would coordinate the Police Division's assistance across its three New York-based sections, police and ROLSI liaison officers in the integrated operational teams, and colleagues in the Standing Police Capacity both in Brindisi and the Central African Republic. By serving this function, the incumbent would reduce duplicative requests to the Mission and ensure that all police-related guidance and support is coherent across the Division, as well as the Office of Rule of Law and Security Institutions as a whole.

171. The incumbent would continue to support the MINUSCA police component in: (a) advising the Central African Republic authorities in the (re)establishment of its policing programmes; (b) assisting in a development plan related to the deployment and rotation of the policing elements of MINUSCA; (c) planning for the implementation of local projects and programmes for support to the Central African Republic police and gendarmerie, including on New York-based discussions on global focal point issues and donor coordination related to infrastructure and logistics support to the Central African Republic police and gendarmerie; (d) advising the Central African Republic authorities on the stabilization of the security situation by advising on police issues; (e) advising on the development and implementation of a police and gendarmerie reform; (f) coordinating at Headquarters with appropriate United Nations entities and other international actors on technical and thematic matters; (g) advising on MINUSCA police plans related to the mandate implementation, including the operationalization of policing elements related to the urgent temporary measures; (h) supporting the Central African Republic police and other law enforcement agencies in countering the illicit proliferation of all arms and related materials; and (i) undertaking strategic level analysis in the development of strategies to counter organized crime.

Disarmament, Demobilization and Reintegration Section

Policy and Planning Officer — MINUSCA (1 P-4 position, continuation)

172. The approved staffing establishment of the Disarmament, Demobilization and Reintegration Section comprises 7 posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)) and one general temporary assistance position of Policy and Planning Officer — MINUSCA (P-4), funded from the support account.

173. The Disarmament, Demobilization and Reintegration Section provides backstopping support to DDR components in peacekeeping missions, including in respect of policy guidance, personnel selection, budget preparation and contribution to and participation in relevant country-specific workgroups and meetings; and operational support through the assessment, planning, management and evaluation phases of DDR or associated programmes in their areas of responsibility; and the Section contributes to the development of political strategies and political guidance for mission leadership and supports the coordination of relations with regional and multilateral organizations, the United Nations system and other stakeholders on the implementation of the DDR aspects of mission mandates.

174. With the extension of the MINUSCA mandate, pursuant to Security Council resolution 2217 (2015), and the continued support required for DDR and community violence reduction activities in the Central African Republic, the DDR Section would be unable to absorb additional workload requirements within the existing staffing table.

175. Accordingly, it is proposed that the general temporary assistance position of Policy and Planning Officer (P-4) be continued to provide political and programmatic support for the development and implementation of a new DDR programme in the Central African Republic and the DDR Section in MINUSCA throughout 2016/17. The incumbent would work closely with all other components of the Office of Rule of Law and Security Institutions, as well as with the Office of Operations and United Nations agencies, funds and programmes.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditure (2014/15)*	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	16 766.9	17 638.1	19 053.6	1 415.5	8.0
II. Non-post resources					
General temporary assistance	441.3	751.2	759.6	8.4	1.1
Official travel	789.8	762.3	810.7	48.4	6.3
Communications	–	–	23.1	23.1	–
Other supplies, services and equipment	21.3	24.2	–	(24.2)	(100.0)
Subtotal, II	**1 252.4**	**1 537.7**	**1 593.4**	**55.7**	**3.6**
Total	**18 019.3**	**19 175.8**	**20 647.0**	**1 471.2**	**7.7**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$19 053.6	$1 415.5	8.0%

176. The provision would cover the salaries, common staff costs and staff assessments for the proposed 109 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of six new posts.

	Cost estimates	*Variance*	
General temporary assistance	$759.6	$8.4	1.1%

177. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of four general temporary assistance positions. The increased requirements result from: (a) the estimation of higher common staff costs; and (b) the update of the standard salary costs.

	Cost estimates	*Variance*	
Official travel	$810.7	$48.4	6.3%

178. The official travel requirements are described in the paragraphs below.

179. The amount of $266,900 is proposed for travel to undertake the following mission planning/assessment/consultation activities: consulting with Special Representatives of the Secretary-General on the rule of law and security sector reform ($44,800); reviewing the justice and corrections programmes in peacekeeping missions and assisting with the further planning of those programmes ($86,400); evaluating the DDR, resettlement and reintegration programmes and suggesting changes in approach ($55,400); reviewing the police operations plans, standard operating procedures and concepts of operations for the police components of peacekeeping missions to better align them with mandates ($60,600); and providing strategic and managerial advice and conducting assessments on mine action response under the mission's mandate ($19,700).

180. The amount of $485,500 is proposed for travel to undertake the following technical support activities to the mission on: mine action programme ($38,700); DDR programme ($20,700); planning and/or implementation of security sector reform programmes ($54,200); assessments of individual police officers and formed police units ($353,900); providing strategic planning support to the reconfiguration of the rule of law and security institutions elements of the United Nations and African Union presence ($18,000).

181. The amount of $40,500 is proposed for travel to participate in the following seminars/conferences/workshops: meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; seminar in conjunction with the African Union security sector reform and DDR capacity programmes ($15,200); lead specialized training in police command, control, operations and management in post-conflict environments to identified officers in the Senior Police Leadership Roster ($17,300); and the Heads of Mine Action Components Conference ($8,000).

182. The amount of $17,800 is proposed for travel to participate in the following political consultations: with partners in the European Union, North America and the African Union to ensure coordination among entities engaged in rule of law assistance, outreach exercises aimed at raising specialized police teams and increasing female participation in peacekeeping and the development and implementation of shared and complementary approaches in the rule of law and security organizations.

	Cost estimates	*Variance*	
Communications	$23.1	$23.1	–

183. The amount of $23,100 is proposed for the production of campaign recruitment materials, information brochures, leaflets and guidance publications. The increase in requirement is attributable to the movement of production costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	–	($24.2)	(100.0%)

184. The publication production costs were moved to communications.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

185. The Division comprises the Office of the Director (which includes the Evaluations and Partnerships teams), the Integrated Training Service and the Policy and Best Practices Service.

186. The Policy, Evaluation and Training Division is an integrated resource for both DPKO and DFS that provides an institutional capacity for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance, the capturing and sharing of best practices, the setting of training standards for peacekeeping personnel, the evaluation of programme performance towards mandate implementation, and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and all peacekeeping operations in several thematic areas, including protection of civilians, sexual and gender-based violence, gender, HIV/AIDS, child protection and civil affairs.

187. The Division will continue to focus on priority policy areas highlighted in the Secretary-General's report on the future of the United Nations peace operations (A/70/357-S/2015/682), including, but not limited to, political settlements, protection of civilians, planning and partnerships. In addition, the Division will focus on support for predeployment training for new and emerging troop- and police-contributing countries and the delivery of a pilot course for the preparation of chiefs and directors of mission support in field missions. The key challenges faced by the Division are the wide breadth of policy issues faced by the United Nations peace operations and the number of troop- and police-contributing countries and their widely varying needs and levels of experience of United Nations-led peace operations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent) 1.2 The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues
- 1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee
- 7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or its Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations
- 4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations
- 5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation (2014/15: 1; 2015/16: 1; 2016/17: 1)

Outputs

1 mechanism established for the identification and potential provision of forms of support from the European Union in the planning and early deployment of peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

	3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations
- 6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions
- 6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities
- 3 additional communities of practice for peacekeeping operations launched or improvement of existing communities
- 1 technical guidance material developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians and child protection
- 15 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS
- 6 evaluation reports comprising 4 mission-focused and 2 thematic evaluations
- 3 workshops for mission thematic advisers and focal points for knowledge-sharing and training
- 12 e-newsletters to peacekeeping operations on new knowledge management reports
- 10 briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues
- 2 joint initiatives to be undertaken with the World Bank in 2 peacekeeping operations
- 2 peacekeeping predeployment training standards produced and made available to all Member States
- 2 guidance documents and/or standards on training development, design, delivery and evaluation
- 1 training needs assessment for peacekeeping mission personnel
- 2 training-of-trainers courses conducted for 48 peacekeeping trainers from Member States
- 6 mobile training team activities in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations
- 5 training activities in support of peacekeeping operations: delivery of 1 training for integrated mission training centre trainers, 3 training enhancement activities for field missions and 1 mobile training team support initiative for field personnel
- 8 training recognition services completed for Member States

- 23 predeployment courses for 350 civilian peacekeeping personnel
- 1 workshop for integrated mission training centre personnel from peacekeeping operations
- Peacekeeping-specific training courses on senior leadership, management and administration for 110 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes, 1 senior mission administration and resource training programme, 1 pilot advanced senior mission administration and resource training programme and 2 intensive orientation courses for heads of military components
- 3 technical or methodological initiatives to support DPKO and DFS offices and other partners, for the development and delivery of training curricula and materials for peacekeeping personnel, with a view to improving the planning, management, support and conduct of peacekeeping operations

External factors

Member States will provide the policy guidance and direction necessary for the implementation of the Division's activities

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	2	–	–	–	**2**	–
P-5	7	–	–	–	**7**	–
P-4	23	–	–	2	**25**	2
P-3	15	–	–	2	**17**	2
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**49**	**–**	**–**	**4**	**53**	**4**
General Service and related						
Principal level	–	–	–	–	**–**	–
Other level	14	–	–	–	**14**	–
National General Service	–	–	–	2	**2**	2
Subtotal	**14**	**–**	**–**	**2**	**16**	**2**
Total	**63**	**–**	**–**	**6**	**69**	**6**

(c) Justification of posts

Establishment of a post (P-4 Programme Officer) in the Policy, Evaluation and Training Division as part of the Strategic Force Generation and Capability Planning Cell

188. As explained in paragraphs 110 to 115 above, the establishment of a Programme Officer (P-4) post under the support account is proposed. To build on the momentum generated by the High-level Independent Panel on Peace Operations and the Leaders' Summit on Peacekeeping Summit, held in 2015, this function must be placed on a stable and regular financial footing. Doing so would fulfil the continuing need of DPKO and DFS for medium- to long-term strategic engagement with Member States at both the technical and political levels, as well as the expressed need for Member States to have a clear focal point across both departments to plan their contributions to peacekeeping.

189. Serving as the team leader for the other cell components, the incumbent would plan and support the engagement of departmental senior leadership with contributing countries and manage internal and external coordination and communications on peacekeeping capabilities needs, gaps and generation. Responsibilities would include developing and updating a strategic plan for Member State engagement and force generation; and supporting bilateral engagement with troop- and police-contributing countries at the political level, including through detailed discussions on capabilities that might be available in the medium and longer term, and how they can be matched with the needs of the Organization. The officer would also plan and implement follow-up strategic force generation engagements following on the successful Leaders' Summit on Peacekeeping. The officer would be a central focal point for Member States to engage and receive assistance over a period of time in respect of their plans for contributing to peacekeeping.

190. This position requires keen understanding of domestic and regional political priorities to engage Member States on a continual basis and develop successful strategies for efficiently meeting the ever-changing capability needs of United Nations peacekeeping. DPKO and DFS will require this consistent planning and engagement to develop a culture of strategic planning and forward-looking force generation. With a sustained and institutionalized cell, the departments would also benefit from the retention of institutional memory about peacekeeping capabilities and relationship of DPKO/DFS with the troop- and police-contributing countries.

Restructuring

Transfer of the civilian predeployment training team from GSC to RSCE with funding from the support account

Transfer of five posts (1 P-4, 2 P-3, 2 NGS) (abolishment of five posts in UNLB and reestablishment in RSCE)

191. The civilian predeployment training team of the DPKO/DFS Integrated Training Service is responsible for improving the preparedness and effectiveness of international civilian staff members deploying to peace operations through the delivery of the civilian predeployment training course. It generates competent, institutionally knowledgeable and ethically aware civilian peacekeepers capable of quickly adapting to and serving in dangerous and complex peacekeeping

environments. The team, which is an outposted element of the Service, is currently located within GSC in Brindisi, pursuant to General Assembly resolution 60/267.

192. DFS requested that a review be undertaken to determine whether the training course should continue to be conducted at GSC in Brindisi, or should be moved to Entebbe. A similar request was made by the Board of Auditors (see A/68/5 (Vol. II)). The review identified potential savings and organizational efficiencies that would be gained by moving the conduct of the civilian predeployment training to Entebbe. Potential savings would arise from the use of United Nations aircraft to deploy staff to missions from Entebbe and savings in travel to Entebbe for staff recruited from Africa. RSCE provides on-boarding administrative support through a dedicated service line for new staff. Organizational efficiencies would also arise by: (a) moving the training to Entebbe, which would allow training and on-boarding to occur seamlessly and also ensure a more structured orientation continuum; (b) locating the training team within the region to which many new international staff deploy, which would also enhance early deployment to missions.

193. On the basis of the recommendations of the internal review, it is proposed that the civilian predeployment training be moved to Entebbe. The delivery of such training is a core support function for peacekeeping and, as such, it is recommended that the posts and the operational costs for the civilian predeployment training team be funded under the support account for peacekeeping operations. In the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446), the Panel called for improved support systems to enable more responsive and accountable operations. The incorporation of the team into the support account budget for the Integrated Training Service in the Policy, Evaluation and Training Division would align the accountability for the use of the funds with the authority for the delivery of the programme within the Service. In its report, the Panel also called for regional support approaches, and relocating the civilian predeployment training team to Entebbe addresses this requirement and the need to provide a global service.

194. Embedding civilian predeployment training funding for both personnel and operational costs in the Integrated Training Service in the Policy, Evaluation and Training Division support account budget would also contribute to the implementation of the recommendation by the High-level Independent Panel on Peace Operations, on restructuring the peace and security architecture. This will result in a harmonized training approach with common training/capacity development, oversight, and reporting mechanisms.

195. In this context, it is proposed that five posts (1 P-4, 2 P-3 and 2 NGS) be transferred from GSC to RSCE under the funding of the support account. The transfer will entail the abolishment of the five posts in GSC and their re-establishment in RSCE under the funding of the support account.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15) (1)	Apportionment (2015/16) (2)	Cost estimates (2016/17) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	10 425.7	10 700.0	11 602.4	902.4	8.4
II. Non-post resources					
General temporary assistance	162.5	–	–	–	–
Consultants	319.3	483.7	497.0	13.3	2.7
Official travel	1 600.4	1 585.5	1 648.3	62.8	4.0
Ground transportation	–	–	26.8	26.8	–
Communications	–	–	139.7	139.7	–
Other supplies, services and equipment	617.4	682.6	552.0	(130.6)	(19.1)
Subtotal, II	**2 699.6**	**2 751.8**	**2 863.8**	**112.0**	**4.1**
Total	**13 125.3**	**13 451.8**	**14 466.2**	**1 014.4**	**7.5**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$11 602.4	$902.4	8.4%

196. The provision would cover the salaries, common staff costs and staff assessments for 69 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of six new posts.

	Cost estimates	*Variance*	
Consultants	$497.0	$13.3	2.7%

197. The consultancy requirements are described in the paragraph below.

198. The amount of $312,500 is proposed for the engagement of consultants with technical expertise to develop and deliver training for DPKO ($89,100), DFS ($53,900) and Member States and field operations ($169,500), on general topics such as ethics, management, leadership, integrity awareness and supervision.

199. The amount of $141,000 is proposed for the engagement of consultants with technical expertise for 7.5 person-months, including $51,000 for travel, to undertake four mission-focused and two thematic evaluations supported by staff members who will provide functional expertise in their respective areas. Thematic evaluations are conducted in response to priority issues, identified by DPKO and DFS and/or raised by Member States. The evaluations will provide DPKO and DFS with a comprehensive assessment and internal evaluation mechanism to assist with and contribute to peacekeeping mission management.

200. The amount of $43,500 would cover external consultants to function as facilitators at DPKO/DFS annual conferences.

	Cost estimates	*Variance*	
Official travel	$1 648.3	$62.8	4.0%

201. The official travel requirements are described in the paragraphs below.

202. The amount of $218,800 is proposed for travel to undertake the following mission planning/assessment/consultation activities: delivering policy presentations to peacekeeping operations, national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting and emerging issues ($65,600); conducting mission and thematic evaluations ($98,400); development of guidance in the areas of gender, protection of civilians, child protection and other cross-cutting issues ($21,200); supporting the United Nations-World Bank partnership in thematic areas ($21,200); and meeting with Member States, Europe-based representatives of international organizations and NGOs to support the development of partnerships and coordinate partnership relations ($12,400).

203. The amount of $131,300 is proposed for travel to undertake the following technical support activities to missions: providing technical support for the roll-out of guidance on conflict-related sexual violence responses ($22,700); civil affairs ($21,800); protection of civilians ($21,200); women and peace and security mandates ($21,500); HIV/AIDS advisory capacity ($20,200); support to the establishment of priority guidance, best practices and lessons learned activities ($23,900).

204. The amount of $28,600 is proposed for travel to participate in the following seminars/conferences/workshops: briefings on specific policy initiatives and priorities, as well as to conduct bilateral meetings with relevant think tanks and NGOs to identify options for increased support to ongoing peacekeeping policy research and analysis; and attendance at international conferences with Member States and think tanks related to priority cross-cutting thematic issues, including child protection and fragility.

205. The amount of $1,269,600 is proposed for travel to undertake the following training activities: DPKO training ($130,800); DFS training ($139,000); facilitating training courses and developing standardized training materials for Member States and field operations ($906,500); and facilitating DPKO and DFS annual conferences ($93,300). The training activities would include training-of-trainers courses for peacekeeping trainers from Member States, senior leadership courses, management and administration courses, support for the predeployment peacekeeping training exercises organized by Member States for military and police personnel, and training recognition processes to provide support to peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, and codes of conduct. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support.

206. The increased requirements are the result of the variance between training fees, budgeted under other supplies, services and equipment, and official travel, but overall training volume is kept at maintenance level.

	Cost estimates	*Variance*	
Ground transportation	$26.8	$26.8	–

207. The amount of $26,800 is proposed for the acquisition and maintenance of one vehicle by the proposed civilian predeployment training team in RSCE.

	Cost estimates	*Variance*	
Communications	$139.7	$139.7	–

208. The amount of $139,700 is proposed for the production of guidance and best practices documents, such as policies, standard operating procedures, guidelines, manuals, after-action reviews, studies on lessons learned, peacekeeping practice notes and training materials.

209. The increase in requirement is attributable to the movement of production costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$552.0	($130.6)	(19.1%)

210. The amount of $552,000 is proposed to provide for the cost of training materials and supplies related to DPKO training ($39,700); DFS training ($179,400); civilian predeployment training in RSCE ($108,600); workshops and training courses for Member States and field operations ($212,100); and DPKO/DFS annual/biannual training conferences ($12,200).

211. The reduced requirements are the result of the variance between fees and travel, and the movement of document production costs to communications, offset in part by the proposed transfer of the civilian predeployment training team from GSC.

B. United Nations Office to the African Union

(a) Results-based-budgeting framework

212. UNOAU comprises the Office of the Special Representative of the Secretary-General, the Office of the Chief of Staff, the Political Affairs Section, the Operational Planning and Advisory Section, the Administrative Planning and Advisory Section and the Support Section, and reports to the Under-Secretaries-General for Peacekeeping Operations, Field Support and Political Affairs.

213. In 2016/17, the Office will further strengthen its partnership with the African Union Commission by expanding the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security. The Office will work closely with DPKO, DFS and the Department of Political Affairs in delivering on the essential themes of the framework: conflict prevention and mediation; responding to conflict; addressing root causes; and continuous partnership review and enhancement. The Office will work with the African Union Commission on the

implementation and expansion of the Framework in line with the United Nations strategic objectives in Africa and within the framework of Security Council resolutions 2033 (2012) and 2167 (2014) and General Assembly resolution 67/302.

214. To broaden its range of specialized technical expertise by utilizing multifunctional posts, and engage with the African Union at a more strategic level, a new structure for the Office is proposed, which integrates the political, operational and support functions of the Office within current authorized resources. The proposal stems from recommendations made by the interdepartmental civilian staffing review of April 2015 that confirmed the findings of the joint strategic review between the United Nations and the African Union in 2013, and commended that UNOAU had enhanced the partnership with the African Union. The 2015 review proposed the following strategic priorities to guide the Office in the revision of its structure:

(a) Strengthening of strategic coherence throughout the conflict cycle with the African Union and its regional economic communities/regional mechanisms;

(b) Strengthening of the strategic coordination and partnership throughout the conflict cycle;

(c) Increasing operational synergies and providing support in addressing ongoing conflict in Africa.

215. The revised structure of the Office comprises the Office of the Special Representative of the Secretary-General that is deputized by a Director, Political Affairs and a Chief of Staff. The Office would continue to report to the three Under-Secretaries-General for Peacekeeping Operations, Field Support and Political Affairs. Within current authorized resources, this revised structure integrates the political, operational and support functions of the Office, allowing the Office to broaden its range of specialized technical expertise by utilizing multifunctional posts, and engage with the African Union at a more strategic level.

216. The focus of the Office would be consolidated in two pillars namely, the political partnership and the institutional and operational partnership, with the latter comprising the military and police planning, mission support planning, and rule of law and security institutions teams. The strengthened capacity of the political team would enable the Office to work towards harmonized approaches from the early signs of conflict throughout the response phase. Joint United Nations-African Union analysis on emerging and ongoing crises would contribute to improved early warning and preventive action in peace operations.

217. Furthermore, the Office would continue to partner with the African Union in the planning, deployment, management, transitioning and liquidation of peace operations of the African Union, the regional economic communities and the regional mechanisms. The Office would also continue to support the long-term development of the African Union's capabilities, including through the operationalization of the African Peace and Security Architecture. UNOAU would continue to provide technical expertise towards the management and further strengthening of the African Standby Force and its Rapid Deployment Capability.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African peace and security issues in Africa (2014/15: not applicable 2015/16: 35 cables; 2016/17: 40 cables)
	1.2 6 United Nations-African Union joint mechanisms are implemented and supported between: the United Nations Security Council and the African Union Peace and Security Council; the Secretary-General and the Chairperson of the African Union Commission; the United Nations-African Union Joint Task Force on Peace and Security (under the relevant Under-Secretaries-General and the African Union Commissioners); Africa-based Special Representatives of the Secretary-General and African Union envoys; the Special Representative of the Secretary-General to UNOAU and African Union Commissioners; and peacekeeping desks of the United Nations Secretariat and the African Union Commission (2014/15: 4; 2015/16: 4; 2016/17: 5)
	1.3 2 coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure the coherence of institutional and operational cooperation with the African Union in peace and security (2014/15: 2; 2015/16: 2; 2016/17: 2)
	1.4 100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit
- 1 meeting between the United Nations Security Council and the African Union Peace and Security Council
- 2 meetings of the Joint Task Force on Peace and Security
- 18 presentations to the African Union Peace and Security Council on peace and security issues
- 1 meeting and 6 videoconferences or teleconferences between desks of the Secretariat and the African Union Commission
- 1 joint UNOAU-African Union review aimed at assessing progress achieved in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security

- 12 monthly reports on cooperation in peace operations between the United Nations and the African Union 52 weekly reports on developments in peace operations of the African Union; 40 code cables/briefing notes on the African Union summits, African Union Peace and Security Council meetings, and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations
- Contributions submitted to 5 reports of the Secretary-General on various issues related to peace and security
- 10 meetings of the African Union Partners Group; 2 meetings of the Peace and Security Cluster of the Regional Coordination Mechanism for the Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda
- 1 meeting with the African Union and press attachés and journalists of Member States on the United Nations-African Union Partnership
- Establishment and management of a UNOAU website to enhance the United Nations-African Union strategic partnership

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 5 pillars of the African Peace and Security Architecture continue to be operational, including in respect of addressing capacity-building needs (2014/15: 5; 2015/16: 5; 2016/17: 5)
	2.2 100 per cent achievement of the annual targets for the strengthening of the African Standby Force and its Rapid Deployment Capability (2014/15: 80 per cent; 2015/16: 80 per cent; 2016/17: 100 per cent)
	2.3 All African Union peace operations are fully operational and transitioned (as appropriate) within their authorized mandates (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	2.4 African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (2014/15: 1 concept of operations; 2015/16: 1 concept of operations; 2016/17: 1 concept of operations)

Outputs

- 5 annual reports on the achievements of the pillars of the African Peace and Security Architecture
- 4 regional African Standby Force capabilities assessed, the African Standby Force continental logistics base concept adapted and operationalized
- 9 policies or guidelines produced in support of African Union Peace and Security capabilities, in areas such as Joint Operations Centre, Joint Logistics Operations Centre, Joint Mission Analysis Centre, contingent-owned equipment

- Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations
- Participation in 24 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations
- 2 missions in support of the planning, deployment and management of the AMISOM and Somali National Forces operations
- Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the strengthening of the African Standby Force
- 1 annual joint United Nations-African Union training on conflict analysis/mediation organized
- 1 capacity-building strategy for the African Union Mediation Support Unit implemented
- 1 capacity-building strategy for the African Union Peace and Security Council secretariat implemented
- 1 United Nations-Intergovernmental Authority on Development framework and annual workplan developed
- 2 policies or guidelines produced in support of the efforts of the Peace Support Operations Division in capacity-building in the area of public information
- 2 missions in support of media activities related to the strengthening of the African Standby Force

External factors

The African Union will remain committed to its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; AMISOM will continue its operations; and the African Union will make timely and significant progress in meeting its strategic objectives

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	–	–	–	2	**2**	2
P-5	**2**	–	–	–	**2**	–
P-4	**20**	(1)	–	–	**19**	(1)
P-3	**3**	–	–	–	**3**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**25**	**(1)**	–	**2**	**26**	**1**

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Field Service	**10**	(2)	–	–	**8**	(2)
National Professional Officer	–	–	–	1	**1**	1
National General Service	**19**	(1)	–	–	**18**	(1)
Subtotal	**29**	**(3)**	–	**1**	**27**	**(2)**
Total	**54**	**(4)**	–	**3**	**53**	**(1)**

(c) Justification of posts

Restructuring of the Office[5]

218. UNOAU was established in 2010 to enhance the United Nations partnership with the African Union in the area of peace and security; provide coordinated and consistent United Nations support to the African Union on both long-term institutional capacity-building and short-term operational support matters; and streamline the United Nations Secretariat presences in Addis Ababa working on peace and security matters. Since reaching its full operating capacity in 2011, the Office has been carrying out a dual role of supporting the planning and management of current African Union peace support operations and other missions (including the deployment of joint United Nations-African Union missions) and the development of institutional policies and practices, including within the framework of the Ten-Year Capacity-Building Programme for the African Union (2006). More recently, UNOAU and the African Union developed the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security, grounded in the African Peace and Security Architecture.

219. The joint strategic review of UNOAU conducted in 2013 observed that the Office had won considerable praise, especially for its advisory and support functions. However, the political, good offices and institutional diplomacy functions required further enhancement to meet the demands of a growing and increasingly complex partnership and to implement a more strategic United Nations-African Union engagement, beyond technical support and capacity-building. It concluded that, in order to fulfil this revised and expanded role, UNOAU needed to be strengthened in a number of areas, including expanding and strengthening the political affairs component of UNOAU, and separating the Chief of Staff functions from that of the Deputy Head of Office. The exact post requirements and the identification of resources were determined in a subsequent civilian staffing review undertaken in March 2015.

220. The breakdown of the approved posts from both the support account and regular budget funding sources in UNOAU is as follows:

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[5] See also the organization chart provided in annex II to the present report.

	Professional and higher									*General Service and related*				
Approved 2015/16	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Subtotal***	*Field Service*	*National Professional Officer*	*National General Service*	***Subtotal***	***Total***
Office of the Special Representative of the Secretary-General														
Front office	1	–	–	–	–	1	–	–	**2**	–	–	1	**1**	**3**
Office of the Chief of Staff	–	–	1	–	–	–	1	–	**2**	2	–	2	**4**	**6**
Political Affairs Section	–	–	–	–	1	5	–	–	**6**	–	–	1	**1**	**7**
Operational Planning and Advisory Section	–	–	–	–	1	8	–	–	**9**	–	–	1	**1**	**10**
Administrative Planning and Advisory Section	–	–	–	–	1	6	–	–	**7**	–	–	1	**1**	**8**
Support Section	–	–	–	–	–	1	2	–	**3**	8	–	15	**23**	**26**
Total[a]	**1**	**–**	**1**	**–**	**3**	**21**	**3**	**–**	**29**	**10**	**–**	**21**	**31**	**60**

[a] Including 6 posts (1 USG, 1 D-2, 1 P-5, 1 P-4 and 2 NGS) funded from the regular budget and 54 posts (2 P-5, 20 P-4, 3 P-3, 10 FS and 19 NGS) funded from the support account.

221. To implement its mandate, a new structure for UNOAU is proposed that integrates the political, operational and support functions of the Office, within current authorized resources. This reinforced structure would allow the Office to engage with the African Union at a more strategic level, through the reassignment and establishment of several higher-level posts. Under the new structure, the Office would be headed by a Special Representative of the Secretary-General at the Under-Secretary-General level, and a Director of Political Affairs (and Deputy Head of Office) (D-2), supported by a Chief of Staff (D-1).

222. The structure of the Office would be reconfigured into three components; an Office of the Special Representative of the Secretary-General that oversees two other pillars: political partnership, headed by a P-5; and institutional and operational partnership, headed by a D-1, comprising Military and Police Operations, headed by a P-5, Mission Support headed by a P-5, and Rule of Law Security Institutions, headed by a P-4. All of these would be underpinned by an administrative support section.

223. The functions of Chief of Staff would be separated from the current D-2 post, and created at a D-1 level to support the Special Representative in the management, strategic planning and implementation of policies, as well as to oversee public information, the Administrative Support Section, and the new function of a Strategic Planning Officer (P-4). To better address the African Union's request for institutional capacity and human resources development across all disciplines, the post of Training Coordinator (P-4) would be redeployed to the Deputy Head of Office, and UNOAU would leverage the capacities within the United Nations, particularly the United Nations missions in Africa, the United Nations Liaison Team and the Economic Commission for Africa, to maximize expertise and ensure a "one United Nations" support to the African Union.

224. The section-specific recommendations below outline the proposed way forward to realign the UNOAU structure and staffing to better meet its strategic priorities and mandated tasks and responsibilities, within the total number of current

authorized posts. The current number of authorized posts is 60, and with the realignment of the structure, the number is reduced to 59 posts.

225. The comparative advantage of the Office is its United Nations expertise, and it is recommended to ensure that any officers seconded to UNOAU have had sufficient United Nations experience to be able to support the African Union using the latest concepts and developments under discussion at Headquarters, as well as leverage the Organization's expertise accordingly. The transition to the new structure can be managed through vacant posts, turnover and attrition.

226. Two of the positions being reconfigured below fall under the regular budget (Chief of Staff (D-2) proposed to be Director of Political Affairs and Deputy Head of Office (D-2); proposed redeployment of a Senior Political Affairs Officer post (P-5)). However, as the majority of the changes in posts are under the support account, this proposal was prepared under the present budget report. The proposal will not have financial implications for the regular budget.

227. The proposed breakdown of posts and general temporary assistance positions funded from both the support account and the regular budget, after the proposed reorganization, would be as follows:

	Professional and higher									*General Service and related*				
Approved 2015/16	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Subtotal***	*Field Service*	*National Professional Officer*	*National General Service*	***Subtotal***	***Total***
Office of the Special Representative of the Secretary-General														
Head of Office	1	–	–	–	–	1	–	–	**2**	–	–	1	**1**	**3**
Deputy Head of Office	–	–	1	–	–	1	1	–	**3**	–	–	1	**1**	**4**
Chief of Staff	–	–	–	1	–	2	–	–	**3**	1	1	1	**3**	**6**
Administrative Support Section	–	–	–	–	–	1	2	–	**3**	7	–	14	**21**	**24**
Subtotal	**1**	**–**	**1**	**1**	**–**	**5**	**3**	**–**	**11**	**8**	**1**	**17**	**26**	**37**
Institutional and operational partnership														
Front office	–	–	–	1	–	–	–	–	**1**	–	–	2	**2**	**3**
Military and operational partnership	–	–	–	–	1	5	–	–	**6**	–	–	–	**–**	**6**
Mission support	–	–	–	–	1	3	–	–	**4**	–	–	–	**–**	**4**
Rule of Law and Security Institutions Unit	–	–	–	–	–	3	–	–	**3**	–	–	–	**–**	**3**
Subtotal	**–**	**–**	**–**	**1**	**2**	**11**	**–**	**–**	**14**	**–**	**–**	**2**	**2**	**16**
Political partnership	–	–	–	–	1	4	–	–	**5**	–	–	1	**1**	**6**
Total[a]	**1**	**–**	**1**	**2**	**3**	**20**	**3**	**–**	**30**	**8**	**1**	**20**	**29**	**59**

[a] Including 6 posts (1 USG, 1 D-2, 1 P-5, 1 P-4 and 2 NGS) funded from the regular budget and 53 posts (2 D-1, 2 P-5, 19 P-4, 3 P-3, 8 FS, 1 NPO and 18 NGS) funded from the support account.

Office of the Special Representative of the Secretary-General

Establishment of two posts

- *Chief of Staff in the Office of the Special Representative of the Secretary-General (D-1)*
- *Public Information Officer in the Office of the Special Representative of the Secretary-General (NPO)*

Redeployment of two posts

- *Training Officer (P-4) from the Administrative Planning and Advisory Section to the Office of the Special Representative of the Secretary-General*
- *Public Information Officer from the Political Affairs Section to the Office of the Special Representative of the Secretary-General (P-4)*

Reassignment of three posts

- *Chief of Staff (D-2) to Director, Political Affairs (Deputy Head of Office) (D-2) (this post is in under the regular budget)*
- *Security Officer (P-3) to Special Assistant (P-3)*
- *Finance and Budget Officer (P-4) from the Administrative Planning and Advisory Section to Strategic Planning Officer (P-4) in the Office of the Special Representative of the Secretary-General*

Abolishment of one post (FS Security Assistant) in the Office of the Chief of Staff

228. The Office of the Special Representative of the Secretary-General comprises three posts (1 USG, 1 P-4, 1 NGS), all funded from the regular budget. The Special Representative of the Secretary-General is also responsible for undertaking good offices in Eastern Africa, as requested on behalf of the Secretary-General. The structure includes the Special Representative of the Secretary-General (USG), a Special Assistant (P-4) and an assistant (NGS).

229. The proposed Office of the Deputy Head of Office would comprise four posts (1 D-2 Director of Political Affairs and 1 NGS (regular budget), 1 P-4 Training Officer and 1 P-3 (support account)) and would support the Special Representative in facilitating the strategic partnership with the African Union throughout the conflict cycle, developing a common understanding of root causes and drivers of conflict, and enhancing a shared United Nations-African Union understanding and facilitating harmonized approaches. This position would also oversee the political partnership pillar and the institutional and operational partnership pillar, which would integrate the political and operational components of the Office. The new revised function of the Director of Political Affairs (D-2) would separate out the function of Chief of Staff (D-1). The Training Officer (P-4) would be redeployed to this office, as this function is cross-cutting in providing support to the African Union on both political and operational needs, and best placed in the Office of the Deputy Head of Office, where it can coordinate African Union-United Nations training activities for both pillars, including the incorporation of human rights and international humanitarian law into peacekeeping training. The Security Officer (P-3) and Security Assistant (FS) posts are no longer required owing to the relocation of the office, for which DSS has overall security responsibility. Routine security responsibility, and liaison with the DSS team,

would be the responsibility of the Security Planner (P-4) (see para. 237 below). The post of Security Officer (P-3) would be re-profiled and reassigned as Special Assistant (P-3) to the Deputy Head of Office. The proposed structure of the office includes a Director, Political Affairs, acting as Deputy Head of Office (D-2), one Training Officer (P-4), one Special Assistant (P-3) and one Assistant (NGS).

230. The Chief of Staff (D-1) function would be established to support the Special Representative in the management of the Office, oversee strategic planning and implementation of policies. This post would be at the D-1 level, in accordance with the established practice for this function. The post would also oversee the Public Information and Administrative Support Section, as well as the new function of the Strategic Planning Officer (P-4). The Strategic Planning Officer would provide support in the preparation of the budgets, monitoring workplans, and coordination with the African Union, the Regional Coordination Mechanism secretariat and United Nations Liaison Team. To support UNOAU outreach activities, including developing a website, updating the intranet and social media outlets and producing monthly bulletins, a Public Information Officer (NPO) post would be established. The Administrative Assistant (FS) in this office would continue to support the Chief of Staff to process official and sensitive documents. The proposed structure of the office includes a Chief of Staff (D-1), one Strategic Planning Officer (P-4), two Public Information Officers (P-4 and NPO), one Administrative Assistant (FS) and one Security Assistant (NGS).

Administrative Support Section

Renaming of the Support Section as the Administrative Support Section

Reassignment of eight posts:

- *1 Transport Officer (FS) to Human Resources Assistant (FS)*
- *1 General Service Assistant (FS) to Logistics Officer (FS)*
- *1 Medical Assistant/Nurse (NGS) to Protocol Assistant (NGS)*
- *1 Telecommunications Assistant (Switchboard Operator) (NGS) to Protocol Assistant (NGS)*
- *1 Telecommunications Assistant (Switchboard Operator) (NGS) to Finance Assistant (NGS)*
- *1 Administrative Assistant (NGS) to Administrative Assistant (Human Resources) (NGS)*
- *1 General Service Assistant (NGS) to Team Assistant (NGS)*
- *1 General Service Assistant (NGS) to General Service Assistant (Property Control and Inventory) (NGS)*

Abolishment of two posts:

- *1 Communications Technology Assistant (FS)*
- *1 Facilities Management Assistant (NGS)*

231. The Administrative Support Section comprises 24 posts (1 P-4, 2 P-3, 7 FS, 14 NGS), all funded from the support account. It will continue to provide

administrative support to the Office, and will report to the Chief of Staff. This section found some efficiency when the Office moved to the ECA compound, as well as by streamlining its structure. These efficiencies include the functions of medical services, security (as mentioned above), building maintenance and communications, where they are no longer required. From this relocation, some posts have been found to be redundant. Medical services are now provided at the ECA compound. Previously, UNOAU was incurring maintenance costs; however, these will now be paid to ECA under a cost-sharing arrangement. In addition, UNOAU taps into the internet protocol telephony system provided by ECA.

232. One post of Transport Officer (FS) is no longer required, owing to the decreased workload with the reduction in the vehicle fleet. A new Logistics Officer (FS), reassigned from General Service (FS), would oversee both transport and general service functions.

233. However, other areas of the Administrative Support Section need to be reinforced, such as in human resources, where a reassignment of the post of Transport Officer (FS) as Human Resource Assistant (FS) is proposed to support the workload of the Human Resource Officer (P-3). An existing Administrative Assistant (NGS) post would be reassigned as Administrative Assistant (Human Resources) (NGS) to support the team. Also, a post of Medical Assistant/Nurse (NGS) and a post of Telecommunications Assistant (Switchboard Operator) (NGS) are proposed for reassignment as two Protocol Assistants (NGS) that are required to fill the gap in service requirement following the abolition of the posts under the UNAMID/Joint Coordination Mechanism, which previously provided this service to UNOAU. A second post of Telecommunications Assistant (Switchboard Operator) (NGS) is no longer required since the move to the ECA compound and would be reassigned as Finance Assistant (NGS) to support the increasing workload of the Office. In addition, there would be reassignments of the posts of a General Service Assistant (NGS) as General Service Assistant (Property Control and Inventory) (NGS) and a second General Service Assistant as Team Assistant (NGS) to support the Logistics Unit.

234. The proposed establishment of the Office includes the following posts: one Administrative Officer (P-4), one Administrative Assistant (NGS), one Budget and Finance Officer (P-3), one Budget and Finance Assistant (FS), one Finance Assistant (NGS), one Human Resource Officer (P-3), two Human Resource Assistants (FS and NGS), one CITS Officer (FS), one Telecommunications Technician (FS), one Telecommunications Assistant (NGS), three Information Technology Assistants (2 FS and 1 NGS), one Logistics Officer (FS), one General Service Assistant Property Control and Inventory (NGS), one Transport Assistant (NGS), four Drivers (NGS), two Protocol Assistants (NGS) and one Team Assistant (NGS).

Institutional and Operational Partnership Service

Merging of the Operational Planning and Advisory Section and the Administrative Planning and Advisory Section to establish the Institutional and Operational Partnership Service, the Military and Police Operations Section, the Mission Support Section and the Rule of Law and Security Institutions Unit

Establishment of one post (D-1 Head of Institutional and Operational Partnership Service)

Reassignment of eight posts:

- *1 Chief of Operational Planning and Advisory Section (P-5) to perform the functions of the Chief of Military and Police Operations Section (P-5)*
- *3 Planning Officers (P-4) to 3 Planning Officers (P-4) in the Military and Police Operations Section*
- *1 Chief of Administrative Planning and Advisory Section (P-5) to the Chief of Mission Support Section (P-5)*
- *1 Human Resources Officer (P-4) to Administrative Officer (P-4) in the Mission Support Section*
- *1 Information Technology and Communications Officer (P-4) to Logistics Officer (Service Delivery) (P-4) in the Mission Support Section*
- *1 Logistics Officer (P-4) to Logistics Officer (Supply Chain) (P-4) in the Mission Support Section*

Redeployment of three posts:

- *1 Security Sector Reform Officer (P-4) from the Political Affairs Section to the Rule of Law and Security Institutions Unit*
- *1 DDR Officer (P-4) from the Political Affairs Section to the Rule of Law and Security Institutions Unit*
- *1 Mine Action Officer (P-4) from the Operational Planning and Advisory Section to the Rule of Law and Security Institutions Unit*

Abolishment of one post (P-4 Procurement Planner)

235. The establishment of the Institutional and Operational Partnership Service comprising 16 posts (1 D-1, 2 P-5, 11 P-4, 2 NGS), all funded from the support account, is proposed. The proposed Head of Service (D-1) would oversee two sections and a unit, the Military and Police Operations Section, the Mission Support Section and the Rule of Law and Security Institutions Unit. The previous Administrative Planning and Advisory Section would be absorbed in the Mission Support Planning Section, whereas the previous Operational Planning and Advisory Section would be divided between the Military and Police Planning Section and the Rule of Law and Security Institutions Unit and the Disarmament, Demobilization and Reintegration Unit. It is proposed that a post of Procurement Planner (P-4) be abolished to partially offset the establishment of the post of Head of Institutional and Operational Partnership Service (D-1).

236. A major factor in the effectiveness of international response is the ability to develop, adapt and use different tools offered by the United Nations, the African Union and the regional economic commissions. This pillar would partner with the African Union to strengthen operational synergies, enhancing its operational planning and coordination capacity, contribute to enhancing the capabilities of African troop- and police-contributing countries to address crises, provide technical advice and policy guidance to the African Union on rule of law and security institutions, and enhance the role of the African Union as a strategic headquarters for AMISOM. The terms of reference of the Head of the Institutional and Operational Partnership Service would include a political component, to ensure integration of the strategic elements in regards to rule of law and security institutions. The front office of the Head of Service would include a Head of Service (D-1) and two Assistants (NGS) that would provide services across the sections and unit.

237. The Military and Police Operations Section comprises six posts (1 P-5, 5 P-4) and would be headed by a Chief of Section (P-5), supported by three Military Planners (P-4), a Police Planner (P-4) and a Security Planner (P-4). This section would provide technical and expert support to the African Union Commission to plan and operationalize the African Standby Force and the African Capacity for Immediate Response to Crises, as well as to support the Commission in the planning, deployment and strategic management of AMISOM. UNOAU will continue to contribute to enhancing the coherence of the United Nations and the African standards, in particular with regard to training and equipment, and developing guidelines with the African Union that would help to assess the effectiveness and equipment of the troop- and police-contributing countries.

238. The Mission Support Section, comprising four posts (P-5, 3 P-4), would be headed by a Chief of Section (P-5) with a multifunctional profile similar to a Chief of Mission Support/Director of Mission Support, two Logistics Officers (P-4), one focused on supply chain and the second on service delivery and one Administrative Officer (P-4). The mission support configuration is in line with revised DFS standards, under the global field support strategy. This section, in coordination with United Nations Headquarters, would support the development of a toolbox that would include guidance and standards for the conduct of future transitions from the African Union to the United Nations and the establishment of relevant planning capabilities within the African Union Commission.

239. The Rule of Law and Security Institutions Unit, comprising three posts (3 P-4), would be headed by a DDR Officer (P-4), and include a Security Sector Reform Officer (P-4) and a Mine Action Officer (P-4). This unit would provide technical advice and facilitate the harmonization and operationalization of the African Union and United Nations approaches regarding DDR, Mine Action, and security sector reform to help to build the long-term strategic objectives of the African Union.

Political Partnership Section

Renaming of the Political Affairs Section as the Political Partnership Section

Redeployment of the Senior Political Affairs Officer to the Political Partnerships Section (this post is under the regular budget)

Reassignment of four posts:

- *2 Political Affairs Officer (2 P-4) (conflict prevention/mediation, democracy/electoral) to 2 Political Affairs Officer (2 P-4) (Regional desk officer)*
- *1 Planning Officer (Military Medical (P-4) to Political Affairs Officer (P-4) (Regional desk officer)*
- *1 Police Adviser (P-4) to Political Affairs Officer (P-4) (Regional desk officer)*

240. The strategic review of 2013 identified a need to strengthen the capacity of UNOAU to manage the strategic relationship with the African Union on key political files and develop a common understanding on the root causes of conflict. The Political Affairs Section would be reprofiled to the Political Partnership Section, which better represents the relationship with the African Union. The main comparative advantage of UNOAU is its capacity to provide information and political analysis to the United Nations on the dynamics within the African Union Commission and the African Union Peace and Security Council on the prevention, management and resolution of conflicts, and on the positions and interests of Member States.

241. The Section would be headed by a Senior Political Affairs Officer (P-5) funded by the regular budget, with four Political Affairs Officers (P-4) covering each of the African regions (West Africa, Central Africa, East and Southern Africa and North Africa) and an Assistant (NGS), all funded from the support account. This pillar would also support the Special Representative of the Secretary-General in his good offices role for Eastern Africa, as requested. The Electoral Assistance Division has in 2015 co-located a Principal Officer (D-1) with UNOAU. This position would be leveraged for expertise on electoral affairs, and all the Political Affairs Officers (P-4) would cover election-related issues under their geographic portfolios as a key part of their terms of reference. Equally, as mediation and conflict prevention underpin the work of the Section, these functions should also be highlighted in the terms of reference of all the Political Affairs Officers. The proposed staffing of the office includes five Political Affairs Officers (1 P-5 and 4 P-4) and an Assistant (NGS).

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15) (1)	Apportionment (2015/16) (2)	Cost estimates (2016/17) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	6 308.3	6 084.9	6 016.0	(68.9)	(1.1)
II. Non-post resources					
General temporary assistance	15.3	47.2	48.8	1.6	3.4
Official travel	241.9	305.6	305.6	–	–
Facilities and infrastructure	67.4	18.7	36.0	17.3	92.5
Ground transportation	–	–	80.3	80.3	–
Communications	–	267.6	348.1	80.5	30.1
Information technology	–	118.0	153.4	35.4	30.0
Medical	–	–	34.5	34.5	–
Other supplies, services and equipment	169.8	176.5	41.3	(135.2)	(76.6)
Subtotal, II	**494.4**	**933.6**	**1 048.0**	**114.4**	**12.3**
Total	**6 802.7**	**7 018.5**	**7 064.0**	**45.5**	**0.6**

(e) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$6 016.0	($68.9)	(1.1%)

242. The provision would cover the salaries, common staff costs and staff assessments for the 53 posts. The reduced requirements result from: (a) the proposed abolishment of four posts; and (b) the update of the standard salary costs; offset in part by (c) the application of lower vacancy factors for the Professional category; (d) the estimation of higher common staff costs; and (e) the proposed establishment of three new posts.

	Cost estimates	Variance	
General temporary assistance	$48.8	$1.6	3.4%

243. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (three person-months for the Professional category and three person-months for the national General Service category).

	Cost estimates	Variance	
Official travel	$305.6	–	–

244. The official travel requirements are described in the paragraphs below.

245. The amount of $108,300 is proposed for travel to undertake the following mission planning/assessment/consultation activities: discuss various aspects of

peacekeeping, field support and political matters concerning the African Union peacekeeping missions with African Union member States and regional partners ($46,000); meetings with the African Union to discuss cooperation in support of AMISOM ($20,000); capacity-building strategies related to peacekeeping ($15,500); joint assessment missions with the African Union for enhanced strategic coherence on emerging and ongoing conflicts ($26,800).

246. The amount of $14,100 is proposed for travel to undertake the following technical support activities for the African Union-United Nations joint missions: support for the establishment and implementation of public information strategy in peace operations transitioning from the African Union to the United Nations; African Union Commission training needs and curriculum development; support to AMISOM; and support for the African Standby Force.

247. The amount of $80,000 is proposed for travel to participate in the following seminars/conferences/workshops: various workshops and conferences for mission support components ($40,100); the annual conference of directors and chiefs of mission support ($6,600); seminars and workshops in the areas of supply chain, DDR, security sector reform, mine action and maritime security ($28,400); and conferences on the African Peace and Security Architecture, regional security and the United Nations presence ($4,900).

248. The amount of $103,200 is proposed for travel to attend training courses and workshops to enable staff members to develop substantive knowledge and skills in the areas of civilian crisis management, multidimensional peacekeeping operations, counter-terrorism, elections, dialogue and mediation, administrative and logistical support, planning and management and to provide training to the African Union.

	Cost estimates	*Variance*	
Facilities and infrastructure	$36.0	$17.3	92.5%

249. An amount of $36,000 is proposed to provide for stationery and office supplies ($14,000) and the payment for the security services ($22,000).

250. The increased requirements are attributable to the contribution to the DSS common security services, offset in part by a decrease in the office supplies.

	Cost estimates	*Variance*	
Ground transportation	$80.3	$80.3	–

251. The provision of $80,300 is proposed to provide for petrol, oil and lubricants and liability insurance associated with a fleet of 17 vehicles.

252. The increased requirements are attributable to the movement of costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Communications	$348.1	$80.5	30.1%

253. An amount of $348,100 is proposed for the replacement of communications equipment ($2,000); desk phone services ($3,600); services to cover the Office's communications services based on new agreement ($99,000); spare parts ($5,000);

mobile broadband ($114,000); mobile phone service ($116,500); printing and production services ($5,000); and subscriptions ($3,000).

254. The increased requirements are attributable to the replacement of ailing equipment to continue the current level of activities and movement of production and subscription from other supplies, services and equipment.

	Cost estimates	*Variance*	
Information technology	$153.4	$35.4	30.0%

255. An amount of $153,400 is proposed for the acquisition and replacement of information technology equipment ($118,900); software licences and fees ($16,700); and for services to cover requirements for the Office's support account share of maintenance and repair of information technology equipment, and information technology infrastructure costs ($17,800).

256. The increased requirements are attributable to the replacement of ailing equipment to continue the current level of activities.

	Cost estimates	*Variance*	
Medical	$34.5	$34.5	–

257. The provision of $34,500 is proposed for the Office's contribution to the United Nations Health Care Centre at a rate of $575 per staff member, established by the Centre's Executive Committee on the basis of past expenditure trends.

258. The increased requirements are attributable to the movement of costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$41.3	($135.2)	(76.6%)

259. The amount of $41,300 is proposed to provide for uniforms, flags and decals ($3,000); hospitality, freight and other related administrative charges ($19,400); and fees for training courses to be attended by staff members related to management and organizational development, information technology and Umoja implementation, and to strengthen UNOAU support to the increasing counter-terrorism focus of the African Union ($18,900).

260. The reduced requirements are attributable to movements of medical, ground transportation and production and subscription costs.

C. Department of Field Support

(a) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	3	–	–	–	**3**	–
D-1	9	–	–	1	**10**	1
P-5	35	–	–	2	**37**	2
P-4	88	–	–	1	**89**	1
P-3	107	–	–	–	**107**	–
P-2/P-1	4	–	–	–	**4**	–
Subtotal	**246**	**–**	**–**	**4**	**250**	**4**
General Service and related						
Principal level	18	–	–	–	**18**	–
Other level	141	(3)	–	–	**138**	(3)
Subtotal	**159**	**(3)**	**–**	**–**	**156**	**(3)**
Total, posts	**405**	**(3)**	**–**	**4**	**406**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	(1)	–	–	–	(1)
P-4	4	(1)	–	–	**3**	(1)
P-3	13	–	–	–	**13**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**18**	**(2)**	**–**	**–**	**16**	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	5	–	–	–	**5**	–
Subtotal	**5**	**–**	**–**	**–**	**5**	**–**
Total, general temporary assistance positions	**23**	**(2)**	**–**	**–**	**21**	**(2)**
Grand total	**428**	**(5)**	**–**	**4**	**427**	**(1)**

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	61 217.3	61 766.9	63 383.9	1 617.0	2.6
II. Non-post resources					
General temporary assistance	4 915.2	3 380.1	3 040.7	(339.4)	(10.0)
Consultants	26.9	1 695.0	1 964.0	269.0	15.9
Official travel	1 205.6	1 248.2	1 881.6	633.4	50.7
Communications	–	267.5	456.2	188.7	70.5
Information technology	–	5 319.8	6 005.5	685.7	12.9
Other supplies, services and equipment	91.2	10.0	1 368.6	1 358.6	13 586.0
Subtotal, II	**6 238.9**	**11 920.6**	**14 716.6**	**2 796.0**	**23.5**
Total	**67 456.2**	**73 687.5**	**78 100.5**	**4 413.0**	**6.0**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

261. The Office comprises the front office, the Office of the Assistant Secretary-General, the Senior Leadership Appointments Section, the Programme Implementation Coordination Team, the support officers in integrated operational teams, the Conduct and Discipline Unit, the Audit Response and Board of Inquiry Section, the Field Procurement and Liaison Team, the Strategic Support Team and the Operational Support Team.

262. The Office includes capacities to ensure rapid, effective, efficient and responsible service delivery across the mission portfolio; supervise the Department's four functional divisions, GSC and RSCE; carry out internal, interdepartmental and external consultation and coordination as required by ongoing and anticipated United Nations field operations; ensure the delivery of integrated support to DPKO-led operations through the assignment of specialist support officers to Integrated Operations Teams in DPKO and UNSOS; manage the selection of senior leadership positions in field missions; support field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel; monitor the operational and compliance risks associated with the delegation of human, financial, information and communications technology, and physical resource management authority; strengthen the environmental performance of field missions; and provide guidance on the implementation of the Umoja system within the Department and field missions. In addition, the Office will be implementing a comprehensive programme of action to combat sexual exploitation and abuse.

263. In 2016/17, the Office will continue to provide strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques for the

delivery of reliable, consistent and sustainable field support results globally; and ensure that the Department is adequately configured to respond to field support needs and priorities.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Endorsement by the General Assembly of recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.2 Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 90 briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on resource management and field support issues
- 10 presentations on resource management and field support issues at conferences, seminars and other public forums
- 8 visits to Member States to discuss resource management and field support issues
- 52 consolidated responses to the reports of the United Nations oversight bodies and 49 consolidated reports on the status of the implementation of some 1,140 recommendations made by the oversight bodies
- 4 reports containing the findings and recommendations made by boards of inquiry
- 24 briefings to Member States and NGOs about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations
- 1 platform to support field support performance oversight and decision-making
- 1 website and associated material to support the setting of strategic direction and change management
- 2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

	2.2 Advance teams are deployed rapidly to newly established missions to support meeting target dates for initial operating capacity and full operating capacity (2014/15: not applicable; 2015/16: not applicable; 2016/17: 100 per cent)

Outputs

- 2 comprehensive mission support plans prepared
- 12 briefings to permanent missions on support services delivered to field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (2014/15: 94 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	3.2 Incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (2014/15: 10 days; 2015/16: 10 days; 2016/17: 10 days)

Outputs

- Participation in 4 strategic assessments
- 1 global client survey and at least 2 meetings of the field support client advisory board
- 2 technical assessment visits to field operations to assist with the preparation of mission support plans
- 9 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation
- 2 visits to assist field missions in the design and implementation of performance oversight frameworks
- 24 consultations with heads of mission on resource management and mission support issues related to mandate implementation
- 28 consultations with chiefs and directors of mission support to review and assess their performance
- 3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution
- Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 102 reports of the oversight bodies
- 1,155 oversight and 258 boards of inquiry recommendations recorded in the oversight and boards of inquiry tracking systems
- 2 United Nations Headquarters boards of inquiry to address serious incidents in the field

- 2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of oversight and boards of inquiry recommendations
- 4 operational reviews of internal control frameworks and 3 operational reviews of the board of inquiry procedures at missions
- 3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct
- 175 investigation reports substantiating allegations of misconduct in peacekeeping operations are reviewed and related matters referred for appropriate disciplinary actions by the United Nations or Member States
- 200 category I and 500 category II allegations of misconduct are recorded in the misconduct tracking system and progress is tracked on completion of investigations and accountability measures are taken
- Daily average review of 20 names of staff members, United Nations Volunteers and individually deployed police officers or military observers are submitted for clearance before the issuance of an appointment or deployment to a peacekeeping operation
- Approximately 200 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support
- 2 visits to peacekeeping operations to conduct joint reviews with the Department of Management on the exercise of the delegation of procurement authority and functioning of local committees on contracts at field missions
- Provision of strategic guidance on acquisition planning to field missions on the basis of the ongoing review of annual mission plans and periodic updates of the plans
- 1 workshop for chief procurement officers from field missions on the delegation of procurement authority, acquisition planning and issues relating to Committee on Contracts review
- 30 letters of representation reviewed for compliance with accountability measures in all areas of mission support
- Mentoring and support provided to 7 newly appointed heads and deputy heads of mission taking on their role for the first time

External factors

Support from Member States is provided for the efforts and recommendations to improve the delivery of support for the implementation of mission mandates; support is provided to troop- and police-contributing countries in preventing misconduct and processing misconduct cases; and investigation reports from external investigation entities are received in a timely manner

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	**–**	–
D-1	2	–	–	1	**3**	1
P-5	15	–	–	1	**16**	1
P-4	17	–	–	1	**18**	1
P-3	9	–	–	–	**9**	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**44**	**–**	**–**	**3**	**47**	**3**
General Service and related						
Principal level	1	–	–	–	**1**	–
Other level	18	–	–	–	**18**	–
Subtotal	**19**	**–**	**–**	**–**	**19**	**–**
Total, posts	**63**	**–**	**–**	**3**	**66**	**3**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	–	–	–	–	**–**	–
P-4	2	–	–	–	**2**	–
P-3/P-2	–	–	–	–	**–**	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	**–**	–
Total, general temporary assistance positions	**2**	**–**	**–**	**–**	**2**	**–**
Grand total	**65**	**–**	**–**	**3**	**68**	**3**

(c) Justification of posts

United Nations Support Office in Somalia

Headquarters Support Team

Establishment of a post (D-1 Team Leader)

264. In its resolution 2232 (2015), the Security Council requested the Secretary-General to undertake a strategic review of UNSOA, which led to options on overall support to AMISOM and UNSOM, including through making improvements to the

performance, management and structures of UNSOA. Chief among the findings was that while UNSOA had contributed positively to the gains made by AMISOM and UNSOM, UNSOA resources, including its backstopping arrangements, had not kept pace with the dramatic expansion in the scale and scope of its tasks. In response, the Council, in its resolution 2245 (2015), decided to change the name of the mission from UNSOA to United Nations Support Office in Somalia and endorsed measures to strengthen the capacity of UNSOS, including: a renewed focus on greater engagement and accountability in the partnership with the African Union with regard to AMISOM; significantly strengthened accountability, coordination and reporting mechanisms, including on the human rights due diligence policy, with both UNSOM and AMISOM; and a significant strengthening of UNSOS capacity, including the establishment of a more robust leadership function headed by an Assistant Secretary-General to provide overall leadership, ensure the management of critical external relations with partners and relieve the operational leadership of the requirement of dedicated political representational functions.

265. Against this backdrop, the capacity of the UNSOS Headquarters Support Team, comprising three posts (1 P-5, 1 P-4 and 1 GS (OL)), established in 2009 under the support account has not kept up with the demands. It has drawn, on an ad hoc basis, support from other elements of the Office, primarily the Operational Support Team. However, given the steadily increasing demands for backstopping support to UNSOS, this situation is no longer sustainable. The gap is particularly evident in the ability to provide sufficient support to: compliance with the human rights due diligence policy; accountability and coordination mechanisms between the United Nations and the African Union, as well as with UNSOS, AMISOM and UNSOM; and engagement with key stakeholders, including the African Union and troop-contributing countries, Member States and key donors. New reporting requirements to the Security Council and the implementation of major reforms in UNSOS mandated by the Council in resolution 2245 (2015) will only add to this burden, resulting in a greater gap.

266. In this context, it is proposed that one D-1 Team Leader in the UNSOS Support Team be established to strengthen the Team that has been supporting a field mission which has undergone an almost constant cycle of expansion, with one major event every seven months, including three start-ups, one liquidation and seven major mandate expansions. The incumbent would have overall responsibility for the work of the Team and would: strengthen and address gaps in strategic accountability and coordination mechanisms; strengthen engagement and coordination on behalf of the mission and the Department with key stakeholders and partners, including Member States, the host Government and the African Union troop- and police-contributing countries; strengthen support to the implementation of the human rights due diligence policy; oversee reporting to the legislative bodies, including the new requirement for more robust reporting to the Security Council; and support the implementation of the comprehensive reform and restructuring programme of UNSOS endorsed by the Security Council.

267. With the expansion of the operations of UNSOS, the underlying requirements for strategic and political engagement have also increased both in scale and scope. It is critical to note that UNSOS, as a DFS-led mission, does not have an integral "political engagement" capacity which it can draw upon compared with all other peacekeeping operations that are combined DFS/DPKO effort. The Team Leader would need to carry out this function in close coordination with UNSOM and

UNOAU in the field and the Department of Political Affairs, which serves as the lead Department and provides backstopping support to UNSOM, and DPKO, which provides support to the African Union on the planning, deployment and management of AMISOM, at the Headquarters. Another important element is that as the size of AMISOM and operational support grew, the seniority of key interlocutors has also increased. On the basis of the current operational requirements, the role requires frequent engagement with a wide range of interlocutors, including Member State representatives of the Security Council and General Assembly at the expert level, heads and deputy heads of Member State permanent missions, as well at the Director level within the Secretariat. On a less regular basis, it requires engagement with senior personnel with the African Union Commission, Special Representatives of the Secretary-General and, in the case of the host Government, Heads of State and government ministers. It also requires more senior engagements with current and potential troop-contributing countries, including senior military advisers and heads of defence forces.

268. Owing to the scale and scope of the demand, in particular the need for stronger leadership and strategic engagement, this function cannot be met from the existing resources.

Conduct and Discipline Unit

Renaming of Conduct and Discipline Unit as the Conduct and Discipline Service

Establishment of two posts (P-5 Senior Programme Officer and P-4 Programme Officer) to address sexual exploitation and abuse in the proposed Conduct and Discipline Service[6]

269. The approved staffing of the Conduct and Discipline Unit comprises 12 posts (1 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and one general temporary position (1 P-4), all funded from the support account.

270. Over the past 10 years, and particularly in the past 4 years, conduct and discipline has experienced a considerable transformation, defined by an enhanced expectation of accountability and performance, and has become integrated as a core management function. This trend accelerated in the past two years and most particularly in 2015, with a concerted and sustained effort to deliver ever more effectively amid increased attention to conduct and discipline matters, as a result of heightened awareness following several high-profile incidents of sexual exploitation and abuse. In particular, the Unit is working on the implementation of more than 40 initiatives put forward by the Secretary-General in his most recent report to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/69/779). These activities are being maintained within the same level of resources that the Unit has had in place since 2010, and the associated workload cannot be carried out within the existing capacity. Capacity needs to be augmented to handle the new and complex programme of work in a sustained and consistent manner over time, with a particular focus on implementing the programme of action of the Secretary-General.

271. A reinforced conduct and discipline function, which is fully integrated across the spectrum of Headquarters and field activities, is critical to satisfying

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[6] See also A/70/749, sect. V.

organizational goals of zero tolerance, accountability and transparency. In the light of this, a restructuring is proposed to establish the Unit as a new Service within the Office of the Assistant Secretary-General of DFS, with responsibilities for support of the conduct and discipline functions related to peacekeeping. The proposed Conduct and Discipline Service would have three proposed programme areas based on the functions that it currently performs: policy and planning, operations, and prevention of sexual exploitation and abuse activities.

272. The Secretary-General stated in his report (A/69/779, para. 74) that he would seek resources to provide strategic and operational guidance on sexual exploitation and abuse-related matters within the Secretariat and strengthen inter-agency cooperation. The dedicated resources to the issue would also create synergies and build on existing expertise with key partners. The Secretary-General's strengthened programme of action to combat sexual exploitation and abuse has an impact on activities at the Headquarters, regional and field levels, and requires active partnership within the Organization and with Member States and key stakeholders. This translates into the need for an integrated global framework, strategies, policies and procedures governing the management of the conduct and discipline function in peacekeeping and special political missions.

273. In this context, it is proposed that two posts (1 P-5 Senior Programme Officer and 1 P-4 Programme Officer) be established within the Conduct and Discipline Service. Under the overall supervision of the Chief, Conduct and Discipline Service, this dedicated capacity would oversee the implementation of the Secretary-General's programme of action on protection from sexual exploitation and abuse and would also work to build capacity among mission personnel in implementing the programme of action and building sustained support in these areas.

274. The responsibilities of the Senior Programme Officer (P-5) in this regard include management and oversight of the implementation of the programme of action to combat sexual exploitation and abuse, in the areas of prevention, enforcement and remedial action. This entails, among other things, coordination at Headquarters and in field missions on the policy and procedural aspects of addressing sexual exploitation and abuse. In addition, the Senior Officer would monitor how such cases are handled under the applicable legal framework, and assess progress by the Organization and Member States in providing a consistent response to these renewed efforts. The Senior Programme Officer is required to engage senior-level actors in DPKO and DFS, oversee broad-based efforts and maintain the visibility needed to advance the programme of action. In addition to oversight, the Senior Programme Officer would be responsible for providing updates to the senior management of DPKO and DFS, as well as to the Executive Office of the Secretary-General, as required.

275. The responsibilities of the Programme Officer (P-4) include providing support on the implementation of the programme of action in the areas of prevention, enforcement and remedial action and reporting to the Senior Programme Officer. Under the guidance of the Senior Programme Officer, the Programme Officer would liaise with all field operations and draft periodic updates to the senior management of DPKO and DFS, as well as to the Executive Office of the Secretary-General, as required. The Programme Officer would represent the positions of the Department on these efforts internally, with Member States, and with inter-agency actors at both the working and senior levels, including a focus on remedial action and inter-agency

cooperation in the prevention of sexual exploitation and abuse within the auspices of the Inter-Agency Task Team on Accountability to Affected Populations and Prevention of Sexual Exploitation and Abuse.

276. Sufficient capacity within DFS is required to support these critical activities and ensure a strong and sustained focus as well as continuing the consideration and implementation of new initiatives, as even one instance of sexual exploitation or abuse can impede the effective implementation of mission mandates, damage the image of the United Nations and the Member States, and have a negative impact on the peacekeeping community in their interaction with the host population. The lack of additional dedicated resources would have a direct effect on the oversight and implementation of committed actions of the Secretary-General, and on the ability of DFS to provide guidance for missions to support their efforts to address sexual exploitation and abuse.

(d) Justification of general temporary assistance positions

Operational Support Team

Planning Officer (1 P-4 position — MINUSCA, continuation)

277. The approved staffing for the Operation Support Team comprises four posts (1 D-1, 1 P-5, 1 P-4 and 1 GS (OL)) and one general temporary position (P-4 — MINUSCA), funded from the support account. The Team is dedicated to strengthen the capacity of the Office of the Assistant Secretary-General to integrate all operational activities across DFS, with a particular emphasis on the initial mission — up and establishment phase.

278. From an operational field support perspective, MINUSCA remains one of the most difficult and complex missions in peacekeeping. These challenges can only expected to continue through the 2016/17 period and may in fact become even more difficult in the immediate period after the elections and during the national DDR programme. In this context, continued support in Headquarters will be required. This will be delivered as direct operational support to the continuing requirements of MINUSCA and will be also delivered more broadly within the areas of focus of the Operational Support Team, by ensuring that cross-cutting planning, operational performance management and partnerships efforts directly inform planning, oversight and support to MINUSCA operations. Performance management across the Departments' core objectives and partnerships with the African Union and European Union will be especially critical.

279. It will also be important that the impact of support, the associated challenges and solutions deployed shape the broader departmental efforts in providing rapid, effective and efficient support services. MINUSCA has served as a pilot for a number of critical initiatives, including the rapidly deployable headquarters concept, and ongoing capacity is required to support the effort of converting that into a wider departmental policy and practice.

280. In this context, it is proposed that the general temporary assistance position of Planning Officer (P-4) be continued. Without the extension of the position, the Team would face a gap in the capacity to support MINUSCA operationally.

Conduct and Discipline Unit

Disciplinary Officer (1 P-4 position, continuation)

281. The approved staffing for the Conduct and Discipline Unit comprises 12 posts (1 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and one general temporary position (1 P-4) funded from the support account. The Unit provides technical advice and substantive guidance to field missions and DFS leadership on policies and procedures related to misconduct.

282. Additional responsibilities were delegated to the Unit in December 2012, when the Department of Management delegated to DFS the authority to place staff members on leave with pay pending completion of an investigation and the disciplinary process, while the authority to place staff members on administrative leave without pay in these circumstances remained with the Department of Management. A more robust use of these managerial tools by DFS, where assessed risks make it appropriate, and a steady increase in the number of staff being placed on administrative leave, has had a significant impact on the workload of the Unit.

283. Between December 2012 and 30 June 2015, the Unit processed 109 cases of administrative leave. This is a major increase in a complex aspect of casework that was not previously addressed by existing resources. Requests for administrative leave entail review and analysis of evidence and mission submissions, the preparation of recommendations and notifications to the staff member, and subsequent monitoring to ensure that appropriate steps are taken to extend/ revoke/alter the status prior to its expiration. Given that the maximum period for administrative leave prior to review is three months, a single case generates repeated consideration and action.

284. It is also to be noted that the Unit has seen a growing number of requests for management review by the Management Evaluation Unit and/or requests for suspension of action presented to the United Nations Dispute Tribunal in cases of administrative leave decisions. The Unit is expected to provide comments on behalf of DFS in each of these cases, which requires working under tight statutory deadlines. This aspect of administrative leave is yet another element of new workload and responsibility, which continues to grow.

285. This relatively new area of work also requires capacity-building and the development of operational guidance for colleagues in field missions. The incumbent of the general temporary assistance position of Disciplinary Officer (P-4) approved in 2015/16 has been able to support requests by field missions to place staff members on administrative leave, where appropriate, and carry out the corresponding analysis of those requests, renewals where applicable, provide recommendations to senior leadership and respond to requests for review by MEU and/or UNDT. The Disciplinary Officer also monitors for consistency in the application of organizational and DFS policies, procedures and guidelines relating to conduct and discipline matters. These requirements remain and the continuation of the position would address this area of work.

286. In this context, it is proposed that the general temporary assistance position of Disciplinary Officer (P-4) be continued.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	10 039.5	10 662.4	11 312.5	650.1	6.1
II. Non-post resources					
General temporary assistance	1 020.6	297.1	379.8	82.7	27.8
Consultants	–	–	135.0	135.0	–
Official travel	293.9	397.0	420.7	23.7	6.0
Subtotal, II	**1 314.5**	**694.1**	**935.5**	**241.4**	**34.8**
Total	**11 354.0**	**11 356.5**	**12 248.0**	**891.5**	**7.9**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$11 312.5	$650.1	6.1%

287. The provision would cover the salaries, common staff costs and staff assessments for the 66 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of three new posts.

	Cost estimates	*Variance*	
General temporary assistance	$379.8	$82.7	27.8%

288. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The increased requirements result from: (a) the estimation of higher common staff costs; (b) the update of the standard salary costs; (c) the lower vacancy rate applied for the position approved in 2015/16; offset in part by (d) the application of higher vacancy factors.

	Cost estimates	*Variance*	
Consultants	$135.0	$135.0	–

289. The consultancy requirements are described below.

290. The amount of $30,000 is proposed for the engagement of consultants for three person-months to develop a performance management framework supporting effective data-driven senior leadership decision-making and overall departmental efficiency. A consultant would be hired to build upon industry best practice and to adapt proven performance management process to a DFS context.

291. The amount of $84,000 is proposed for the engagement of consultants for eight person-months to develop a training programme for members of the immediate

response teams that would be established in peacekeeping missions to gather and preserve evidence when an allegation of sexual exploitation and abuse is received, in line with the programme of action of the Secretary-General. The training would be aimed at ensuring a consistent approach by the teams to ensure preserving the integrity of any information gathered for future investigation, as necessary. The consultants would also conduct pilot training of the programme, once developed, and provide mentoring to the teams as they roll out the programme.

292. The amount of $21,000 is proposed for the engagement of consultants for one person-month to undertake a mentoring role for seven newly serving heads and deputy heads of peacekeeping missions.

293. The increased requirements are attributable to the proposed new activities.

	Cost estimates	*Variance*	
Official travel	$420.7	$23.7	6.0%

294. The official travel requirements are described in the paragraphs below:

295. The amount of $369,100 is proposed for travel to undertake the following mission planning/assessment/consultation activities: visiting major troop- and police-contributing countries, major financial contributors and peacekeeping missions to discuss and advise on field support issues and mandate implementation ($103,200); providing direction to mission leadership on resource management and mission support issues related to mission mandate implementation ($208,600); reviewing the exercise of delegations of procurement authority and field procurement procedures jointly with the Headquarters Committee on Contracts of the Department of Management ($15,000); and providing advice and updates on conduct and discipline issues ($42,300).

296. The amount of $32,800 is proposed for travel to undertake the following technical support activities: provide guidance to field operations to improve internal control systems and reduce repeated audit findings ($20,300); and provide support on board of inquiry matters by guiding missions in reviewing their procedures and by rendering advice ($12,500).

297. The amount of $18,800 is proposed for travel for senior leadership outreach visits to Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes to expand the candidate pool for senior appointments in the field.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

298. The Field Budget and Finance Division comprises the Office of the Director, the Budget and Performance Reporting Service, the Memorandum of Understanding and Claims Management Section and the Reimbursement Policy and Coordination Section.

299. For 2016/17, the Division will continue to focus its guidance to field missions on efficiency and financial stewardship of resources required for effective mandate delivery, including reimbursement for military and police contingents deployed to peace operations. While the Division will continue to develop cross-cutting

efficiency measures across field missions, 2016/17 will likely see significant changes in the profile of a number of peacekeeping operations. Efforts to support these missions in ensuring that available resources are aligned with emerging needs are expected to be critical during the year, along with the development of new or revised memorandums of understanding to support changed force deployments.

300. A critical task for the Division will also be the organization and support of the triennial meeting of the Working Group on Contingent-Owned Equipment, scheduled for early 2017. A fair and appropriate reimbursement framework for contributing countries is a key aspect of wider efforts to modernize peacekeeping operations. As the first meeting of the Working Group since major reforms were introduced in 2014 to the personnel and contingent-owned equipment reimbursement frameworks, and taking into account the report of High-level Independent Panel on Peace Operations (A/70/95-S/2015/446), the Working Group is expected to give Member States an opportunity to consider reimbursement levels and to initiate a number of new policy initiatives. The next iteration of the quadrennial approach to surveying personnel costs incurred by selected contributing countries is also expected to begin in 2016/17.

301. The Division has undergone a full realignment of existing resources in recent years. The creation of the Reimbursement Policy and Coordination Section in 2015/16 has provided capacity for the Division to support the coming meeting of the Working Group on Contingent-Owned Equipment and commence the survey of personnel costs.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter (2014/15: 3 months; 2015/16: 3 months; 2016/17: 3 months)
	1.2 Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.3 Member States given the opportunity to provide input to the General Assembly on the continued development of the reimbursement framework for contingent-owned equipment (2014/15: not applicable; 2015/16: not applicable; 2016/17: 1 meeting on contingent-owned equipment)

Outputs

- Assessment and calculation for all contingent-owned equipment reimbursement entitlements and death and disability compensation claims for all relevant field operations
- Assessment and calculation of deductions to personnel reimbursement owing to absent or non-functional contingent-owned major equipment contributed to all field operations

- Negotiations completed for up to 15 memorandums of understanding regarding new contingents deployed to existing field operations, and amendments to up to 20 existing memorandums
- 20 briefings to permanent missions and other delegations from Member States with regard to memorandums of understanding and the personnel and contingent-owned equipment reimbursement frameworks, including 4 predeployment visits to troop- and police-contributing countries
- Quarterly reporting/notification to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding and payment of reimbursement of contingent-owned equipment
- Organization of the 2017 Working Group on Contingent-Owned Equipment, including the collation and dissemination of survey data and working issue papers from up to 30 Member States
- Assessment and administration of premium payments for military and police contingents for risk
- Identification of resource implications for 6 proposals to the Security Council with significant financial and field support implications

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution (2014/15:not applicable; 2015/16: 21 days; 2016/17: 21 days)

Outputs

- Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council
- Direct support for the establishment of field financial and budgetary functions for 2 new or restructured field operations
- Support for the integrated planning and initial deployment of new, expanding and transitioning field operations
- Negotiations completed for up to 10 memorandums of understanding regarding contingents deployed to new field operations
- Assessment and administration of the premium payments for the rapid deployment of critical enabling capability newly deployed to field operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Reduction in the average cost per uniformed person deployed in peacekeeping operations (2014/15: 1 per cent; 2015/16: 1 per cent; 2016/17: 1 per cent)
	3.2 Streamlined financial processes and authority to support the further implementation of Umoja and mandate delivery (2014/15: not applicable; 2015/16: not applicable; 2015/16: 38 processes)

Outputs

- Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals, the maintenance and preparation of financial accounts and field financial processes, and the management of available resources
- Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing
- Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations
- Annual revisions to standard resourcing allocations and prices for implementation in field operations
- Coordination of 6 reviews of major resource elements across field operations and participation in civilian staffing reviews for up to 4 field operations
- Analysis of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations
- Administration of residual matters relating to 5 field missions being liquidated, including follow-up on outstanding and disputed payments, compliance with administrative requirements and compilation of asset disposal reports
- 8 visits to provide on-site support to field operations, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives
- 5 visits to support the sustainability and realization of the benefits of IPSAS, Umoja and shared services arrangements, through in situ assistance to 3 missions and RSCE during the financial year-end closing process

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	1	–	–	–	**1**	–
P-5	4	–	–	–	**4**	–
P-4	16	–	–	–	**16**	–
P-3	21	–	–	–	**21**	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**44**	–	–	–	**44**	–

Category	Approved staffing 2015/16	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2016/17	Change
General Service and related						
Principal level	4	–	–	–	4	–
Other level	27	–	–	–	27	–
Subtotal	**31**	–	–	–	**31**	–
Total, posts	**75**	–	–	–	**75**	–
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	–	–	–	**1**	–
Total, general temporary assistance positions	**2**	–	–	–	**2**	–
Grand total	**77**	–	–	–	**77**	–

(c) Justification of general temporary assistance positions

Memorandum of Understanding and Claims Management Section

Finance Officer — MINUSCA (P-3, continuation)

302. The approved staffing establishment of the Memorandum of Understanding and Claims Management Section comprises 18 posts (1 P-5, 3 P-4, 7 P-3, 1 P-2, 2 GS (PL) and 4 GS (OL)) and one general temporary assistance position (1 P-3) funded from the support account. The Section is responsible for administrating contingent-owned equipment and personnel reimbursements.

303. During the 2016/17 financial period, it is expected that processing of memorandums of understanding for a significant number of units deployed to MINUSCA will continue, as there are currently 29 memorandums of understanding in various stages of negotiations. In addition, once the negotiation phase subsides, there will a large number of amendments to be processed for the 41 units expected to be deployed to the Mission. The experience in new and drawdown missions shows that every memorandum of understanding requires amendments in the first two years of the mission, as inspections of contingent-owned equipment identify discrepancies between the memorandum of understanding and the equipment

deployed. Furthermore, operational priorities and requirements are constantly adjusted by the mission and amendments are required.

304. In addition, during 2016/17, there will be an increase in the workload related to administrating and calculating claims for contingent-owned equipment. In addition to processing approximately 84 such claims quarterly, claims for painting/repainting and retroactive reimbursements for contingent-owned equipment from unit deployment to signature of the memorandum of understanding will need to be processed. Upon processing claims for contingent-owned equipment, retroactive calculation of the deductions for missing/non-functional equipment from troop/police reimbursements will be required owing to an increase in the complexity and number of units considered.

305. The incumbent of the general temporary assistance position of Finance Officer (P-3) is responsible for the processing of approximately 400 claims for contingent-owned equipment, letter of assist and death and disability compensation. The Finance Officer would continue to provide support to troop- and police-contributing countries, especially the new emerging troop- and police-contributing countries, through briefings and clarifications of the contingent-owned equipment process, while also processing contingent-owned equipment and death and disability claims within six months and 90 days, respectively, for MINUSCA. The Finance Officer would be responsible for briefing and coordinating memorandum of understanding negotiations with Member States, finalizing the memorandums of understanding for signature for new units and generating amendments to existing units. With the increase in military units, there has been a substantial increase in the quantity and complexity of verification reports, which now require more time and effort to process before reimbursing Member States. In addition, the Finance Officer would also be responsible for the calculation of the deduction from troop reimbursement for missing/non-functional equipment, and provide briefings and clarifications to Member States regarding the deduction for MINUSCA.

306. To ensure that memorandum of understanding negotiations continue up to signature and that claims for contingent-owned equipment and current reimbursements are processed in a timely manner, it is proposed that the position be extended for an additional year.

Reimbursement Policy and Liaison Section

Administrative Assistant (GS (OL), continuation)

307. In support of the new personnel reimbursement framework, two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant) were approved in 2013/14. While the general temporary assistance position of the Senior Programme Officer (P-5) was converted to a post in 2015/16, the capacity of the Administrative Assistant is continuously required to support the administration of the new personnel reimbursement framework and the survey process of troop costs.

308. The implementation of the new framework includes a number of complex elements not incorporated previously in the determination of troop reimbursement amounts. For instance, the Section is required to provide ongoing liaison efforts and briefings to Member States, including predeployment briefings; liaise within the Secretariat in establishing "premium payments" for risk and enabling capabilities;

further review the costs incurred by troop- and police-contributing countries through the survey of troop costs; and participate in efforts aimed at recognizing the strengthened link between operational requirements and payments to troop-contributing countries.

309. In the light of those requirements, the general temporary assistance position of Administrative Assistant (GS (OL)) is proposed for continuation. The Administrative Assistant would continue to provide administrative management, drafting, coordination and client orientation support that would be indispensable in the activities encompassed in the implementation of General Assembly resolution 67/261.

(d) Financial resource requirements

(Thousands of United States dollars)

		Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
					Amount	*Percentage*
Category		*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I.	Post resources	10 283.4	11 161.3	11 408.2	246.9	2.2
II.	Non-post resources					
	General temporary assistance	412.8	249.7	243.8	(5.9)	(2.4)
	Official travel	127.2	117.5	630.0	512.5	436.2
	Other supplies, services and equipment	–	–	1 354.6	1 354.6	–
	Subtotal, II	**540.0**	**367.2**	**2 228.4**	**1 861.2**	**506.9**
	Total	**10 823.4**	**11 528.5**	**13 636.6**	**2 108.1**	**18.3**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$11 408.2	$246.9	2.2%

310. The provision would cover the salaries, common staff costs and staff assessments for the 75 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$243.8	($5.9)	(2.4%)

311. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The reduced requirements result from: (a) the application of higher vacancy factors; offset in part by (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	Variance	
Official travel	$630.0	$512.5	436.2%

312. The official travel requirements are described in the paragraphs below.

313. The amount of $12,500 under mission planning/assessment/consultation activities is proposed for travel with the Fifth Committee delegates of Member States during their annual visit to field operations in order to present the nature of the challenges encountered in carrying out the Organization's mandates.

314. The amount of $103,000 is proposed for travel to undertake the following technical support activities: providing on-site guidance with the mission-led budget development process ($32,600); developing major mission-specific and cross-cutting improvements to financial administration practices, including the sustainability and realization of the benefits of IPSAS and Umoja ($30,200); providing briefings to troop- and police-contributing countries on contingent-owned equipment reimbursement, memorandums of understanding and reimbursement policies and procedures ($40,200).

315. The amount of $514,500 is proposed for travel to organize the attendance of representatives of 49 Member States among developing and least developed countries to participate in the triennial Working Group on Contingent-Owned Equipment, to be held in New York in 2017.

316. The increased requirements are attributable to the requirements for the triennial meeting of the Working Group on Contingent-Owned Equipment, pursuant to General Assembly resolution 54/19 B.

	Cost estimates	Variance	
Other supplies, services and equipment	$1 354.6	$1 354.6	–

317. An amount of $1,354,600 is proposed for services for the Working Group on Contingent-Owned Equipment: conference services and interpretation ($669,200); documentation ($656,300); translation of national cost data from troop-contributing countries into English ($20,000); office supplies ($5,100); and the reception for delegates ($4,000).

318. The increased requirements are attributable to the triennial meeting of the Working Group on Contingent-Owned Equipment, pursuant to General Assembly resolution 54/19 B.

3. Field Personnel Division

(a) Results-based-budgeting framework

319. The Field Personnel Division comprises the Office of the Director, the Field Personnel Operations Service, the Field Personnel Specialist Support Service and the Quality Assurance and Information Management Section.

320. The main priorities of the Field Personnel Division for the 2016/17 period are to direct, monitor and support the delivery of strong human resources management in the field to ensure consistency and standardization across missions, while allowing for unique mission challenges. This will be done through the provision of strategic direction, clear guidance, customized mission plans and frameworks,

thoughtful advice, tools and comprehensive human resources training and development. The Division will also continue to mainstream the principles, methods and goals of the global field support strategy on the delivery of the integrated human resources management framework and promote the field staff perspective through the various human resources policy and reform initiatives, such as the roll-out of the global mobility and career development framework and the implementation of Inspira modules, through a continued focus on mission support leadership succession planning, as well as the increased representation of women in peacekeeping operations, especially at the senior levels.

321. The Field Personnel Division will continue to strengthen the human resources capacity in peacekeeping missions and ensure rapid response, particularly for start-up missions and crisis response, through the temporary deployment of human resources experts to address the need for urgent action experienced in times of crises, as well as with missions in start-up, transition or liquidation.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Peacekeeping missions in a start-up, expansion, or transition phase meet the incumbency rate target range specified in the Compact during the reporting period (incumbency rate target ranges for international and national staff as applicable for each mission)
	2.2 Reduce the lead time of recruitment from the roster (2014/15: 59 days; 2015/16: 54 days; 2016/17: 50 days)
	2.3 Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the field central review bodies (2014/15: 27 per cent; 2015/16: 27 per cent; 2016/17: 30 per cent)

Outputs

- 1 recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve their target incumbency rates as specified in the missions' compacts
- Rosters maintained across 24 job families through analysis of capacity gaps and development of a yearly generic job openings schedule, with at least 800 new candidates endorsed by the field central review bodies
- 60 Member States engaged, through the biannual outreach to troop- and police-contributing countries, round tables, individual bilateral meetings and 2 regional outreach visits
- 1 strategy developed for the utilization of national capacities in peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All stable peacekeeping operations achieve the average annual incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian staff (2014/15: incumbency rate target ranges for international staff and for national staff; 2015/16: incumbency rate target ranges for international staff and for national staff; 2016/17: incumbency rate target ranges for international staff and for national staff)

Outputs

- Performance measurement, monitoring and direct strategic advisory provided on all delegated human resources management authorities to support peacekeeping missions achieving human resources management goals and targets
- 4 field visits to missions of the Rapid Response Team conducted to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management, and support their planning processes, human resources strategy, staffing structure and mission reconfigurations
- Accountability and human resources monitoring framework for human resources functions rolled out to 80 per cent of peacekeeping missions; support and guidance provided to field missions to facilitate utilization of the framework
- Legal, policy guidance and responses provided for approximately 300 informal and formal cases and inquiries from field missions, the Management Evaluation Unit, the Ombudsman and Mediation Services, OHRM and other offices
- 2 field visits to monitor delegated human resources management authorities
- 3 visits to missions conducted to deliver on-site staff advice and technical support, including on the management of locally recruited and international staff, in the light of the roll-out of the global mobility and career development framework. the further deployment of Umoja, process changes, staffing reviews and downsizing
- 1 assessment centre conducted to strengthen succession management of field missions
- 1 comprehensive strategy implemented for capacity-building of field human resources practitioners, including certification programmes, a mentoring programme and human resources career pathing
- 1 guidance on staffing principles and parameters developed based on lessons learned from the civilian staffing reviews
- 1 dashboard developed for each mission covering strategic, operational and transactional indicators for informational and monitoring purposes

External factors

The demand for human resources services by clients will not exceed projected expectations

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	2	–	–	–	**2**	–
P-5	7	–	–	–	**7**	–
P-4	11	–	–	–	**11**	–
P-3	24	–	–	–	**24**	–
P-2/P-1	2	–	–	–	**2**	–
Subtotal	**47**	**–**	**–**	**–**	**47**	**–**
General Service and related						
Principal level	8	–	–	–	**8**	–
Other level	56	(3)	–	–	**53**	(3)
Subtotal	**64**	**(3)**	**–**	**–**	**61**	**(3)**
Total, posts	**111**	**(3)**	**–**	**–**	**108**	**(3)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	**1**	–
P-3	12	–	–	–	**12**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**13**		**–**	**–**	**13**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	4	–	–	–	**4**	–
Subtotal	**4**	**–**	**–**	**–**	**4**	**–**
Total, general temporary assistance positions	**17**	**–**	**–**	**–**	**17**	**–**
Grand total	**128**	**(3)**	**–**	**–**	**125**	**(3)**

(c) Justification of posts

Field Personnel Division

Abolishment of three posts (3 Human Resources Assistant (GS (OL)))

322. On the basis of the anticipated benefits of Umoja Foundation and Extension 1 at Headquarters in the areas of technology management through the consolidation of legacy systems into a global integrated solution with improved delivery of administrative services using a single source of data, it is proposed that three posts of Human Resources Assistant (GS (OL)) be abolished in the Field Personnel Division.

(d) Justification of general temporary assistance positions

Field Personnel Specialist Support Service

Recruitment Section

Human Resources Officers (12 P-3 positions — occupational group managers, continuation)

Human Resources Assistants (4 GS (OL) positions, continuation)

323. Each of the 12 occupational group managers is responsible for: developing an annual plan for the issuance of job openings through workforce planning; reviewing applications for eligibility and overseeing job openings; conducting substantive assessment by subject-matter experts (expert panels); serving as secretary to the expert panel under his or her purview and consolidating the findings and interview reports of the expert panels for presentation to the field central review bodies; monitoring the incumbency rates in the field missions for positions in his or her occupational group; managing his or her assigned roster; determining priority outreach activities to address gaps in the roster, especially with regard to gender, language and geographical representation; and determining the rotation options for staff members currently serving in the field; providing process and procedural support to field recruiters and hiring managers on the Inspira recruitment platform; and participating in, contributing to and representing field missions in working groups on recruitment issues instituted by OHRM.

324. The occupational group managers have a critical role in the workflow for all Inspira vacancies, including pre-screening and the oversight of job openings. They also ensure that French translations have been completed for all job openings. As roster managers, they will be advising missions on the availability of roster candidates for the profile being sought, ensuring consistency between the vacancy and the generic job profile.

325. The functions of occupational group managers are continuing in nature and are vital to the approach to rostering and to the success of the implementation of the talent management system (Inspira). In its review and analysis of the structure of the Secretariat for managing and sustaining peacekeeping operations, pursuant to General Assembly resolution 61/279, OIOS recommended the periodic rotation of staff performing financial and human resources functions as a best practice to enhance internal control. Accordingly, it is proposed that 16 general temporary assistance positions (12 Human Resources Officer (P-3) and 4 Human Resources Assistant (GS (OL)) be continued so that the functions described above are undertaken by

experienced field staff on assignment to Headquarters from their parent duty station in the field for a maximum period of two years.

Field Personnel Operations Service

East and Central Africa Section

Human Resources Officer (1 P-4 position — MINUSCA, continuation)

326. To address the increased demands on the planning and backstopping capacity of the Field Personnel Division regarding MINUSCA, one general temporary assistance position (P-4 Human Resources Officer — MINUSCA) was approved in the 2014/15 period for the East and Central Africa Section.

327. MINUSCA has evolved into a complex mission, with new mandate and programmatic requirements. Generating the civilian capacity to support the evolving mission mandated to support a newly elected Government in an unstable environment with limited infrastructure continues to pose a major challenge, and will require a sustained support over an extended period of time. The support of a dedicated human resources officer for an additional year is needed to provide guidance to the mission with regard to monitoring and planning processes, human resources strategies, budget formulations and mission reconfiguration, in particular, with a view to filling vacant posts expeditiously.

328. The expansion of the Mission's mandate involving a significant staffing increase and a continued shift from start-up to a more stable presence will require the reprioritization of existing human resources. This will necessitate a review of the human resources management strategy, to be aligned with the priority objectives of the Mission, as well as a high level of coordination between the Mission, the Division and other stakeholders, both at Headquarters and beyond.

329. In this context, the general temporary assistance position of Human Resources Officer (P-4) is proposed for continuation. The incumbent would act as the focal point for all strategic and operational human resources management planning activities and continue to participate in the planning and other working groups at Headquarters for MINUSCA. The Human Resources Officer would provide guidelines and clarifications to the Mission on a variety of human resources actions. He/she would assist the Mission develop and introduce necessary tools, processes and workflows to facilitate the timely on-boarding of staff and administration of benefits and entitlements of staff and non-staff capacities. He or she would assist the Mission in achieving the annual average incumbency target rates specified in the Compact for national and international civilian personnel by providing strategic guidance and efficient administrative support and advice on policy interpretation and standard processes. The Human Resources Officer would also monitor the implementation of human resources management authorities and responsibilities that have been delegated to the Mission as well as the quality of transactional services delivered by RSCE and the Mission.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	15 249.9	15 132.5	15 106.8	(25.7)	(0.2)
II. Non-post resources					
General temporary assistance	3 122.0	2 423.4	2 417.1	(6.3)	(0.3)
Consultants	26.9	95.0	329.0	234.0	246.3
Official travel	168.2	166.2	238.9	72.7	43.7
Other supplies, services and equipment	91.2	10.0	14.0	4.0	40.0
Subtotal, II	**3 408.3**	**2 694.6**	**2 999.0**	**304.4**	**11.3**
Total	**18 658.2**	**17 827.1**	**18 105.8**	**278.7**	**1.6**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$15 106.8	($25.7)	(0.2%)

330. The provision would cover the salaries, common staff costs and staff assessments for the 108 posts. The reduced requirements result from: (a) the proposed abolishment of three posts; offset in part by (b) the application of lower vacancy factors for the Professional category; (c) the estimation of higher common staff costs; and (d) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$2 417.1	($6.3)	(0.3%)

331. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 17 general temporary assistance positions. The reduced requirements result from: (a) the application of higher vacancy factors; offset in part by (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
Consultants	$329.0	$234.0	246.3%

332. The consultancy requirements are as follows.

333. The amount of $50,000 is proposed for DFS to continue the pilot assessment centre launched in 2015/16 to strengthen its approach to succession management for senior mission support positions specifically by building a talent pool of qualified candidates for Director of Mission Support. In 2016/17, DFS intends to expand the assessment centre to senior support staff at the P-5 and D-1 levels. To assess the

competencies of each candidate, the centre will implement a number of tools and the proposed consultant will develop the tools and approaches.

334. The amount of $200,000 is proposed for the engagement of a specialized corporate consultancy to conduct the assessments at the proposed assessment centre by psychologists, actors for role plays as well as assessment staff to be recruited. Based on the World Food Programme's rates for conducting such assessment centres, the rate is $10,000 per participant.

335. The amount of $79,000 is proposed for the engagement of one consultant for six person-months to undertake a comprehensive review of existing human resources policies and procedures with a view to facilitating the rapid deployment and effective management of human resources in field missions.

336. The increased requirements are attributable primarily to the consultancy linked to the proposed assessment centre.

	Cost estimates	*Variance*	
Official travel	$238.9	$72.7	43.7%

337. The official travel requirements are described in the paragraphs below.

338. The amount of $84,000 is proposed for travel of 20 candidates, five consultants and three senior management teams from the Division, to Bonn, where the assessment centre will be located. It is expected that half of the participants will be internal staff members and half will be external candidates.

339. The amount of $22,900 is proposed for travel to undertake two visits to strengthen capacity for monitoring delegated human resources management authorities through the human resources scorecard framework and tool.

340. The amount of $27,300 is proposed for travel to undertake the following technical support activities: providing advice to staff in peacekeeping missions through town hall meetings, group sessions and individual one-to-one counselling on career development opportunities to enhance mobility, increase retention rate and provide staff development.

341. The amount of $87,900 is proposed for travel to participate in the following seminars/conferences/workshops: the annual career development round table, at which best practices in human resources management are shared among practitioners within the United Nations system ($6,600); the annual human resources conference, updating practitioners across the Secretariat on challenges and practices in human resources ($25,100); the annual meeting of the Staff-Management Committee to provide advice and guidance on staff-management issues related to peacekeeping operations, including issues relating to mobility and conditions of service in the field ($24,200); the ICSC meeting on conditions of service, at which the Division represents field views in the policymaking process ($3,800); two meetings of the Field Joint Negotiation Committee ($24,400); and one conference to share best practices and standardize policies on volunteers recruitment and management across field missions ($3,800).

342. The amount of $16,800 is proposed for travel to undertake two outreach visits to troop- and police-contributing countries to raise awareness of opportunities for recruitment in field missions.

343. The increased requirements are attributable primarily to the travel linked to the proposed assessment centre.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$14.0	$4.0	40.0%

344. The amount of $14,000 is proposed for promotional materials and job fair kiosks associated with outreach activities, and recruitment advertising in various publications ($10,000) and the facility service costs expected at the proposed assessment centre ($4,000). The increased requirements are attributable to the proposed assessment centre.

4. Logistics Support Division

(a) Results-based-budgeting framework

345. The Logistics Support Division comprises the Office of the Director, the Strategic Support Service and the Strategic Transport Service.

346. The Division is responsible for developing and promulgating policies, guidelines and procedures and monitoring compliance with respect to carrying out logistics functions in field operations. The Director provides strategic advice on logistical matters, monitors and assesses the delivery of strategic transportation and support services, assesses the safety of aviation operations and directs the delivery of strategic transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply. Furthermore, the Division is responsible for the property management framework and monitors compliance with the IPSAS valuation and reporting requirements for plant and equipment and inventory. The Division coordinates its activities with its counterparts in GSC, including the Regional Aviation Safety Office, the Engineering Standardization and Design Centre and the transferred functions of asset management, strategic deployment stocks and operational mission support.

347. In 2016/17, the Division will begin to implement an "end-to-end" supply chain management framework, based on best practices derived from the supply chain operations reference model, taking into account the results of the short-term pilot projects conducted in 2015/16. To derive the maximum benefit from the new approach and its sustainment, a wider reorganization of the Division to align its structures to the supply chain management requirements is envisioned to be proposed in the following budget cycle. The Division will also ensure the successful implementation and sustainment of the Umoja logistics module through the retirement of the legacy inventory management system (Galileo) and the development of supply chain planning capabilities, which include material resource planning, supplier network planning, among others, to align it with the supply chain management approach as well. The Division will also strengthen its focus on addressing the environmental impact of peacekeeping, as highlighted in the report of the High-level Independent Panel on Peace Operations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- 20 logistical, technical and movement-related briefings to permanent missions and troop- and police-contributing countries
- Input to 15 reports of the Secretary-General relating to logistics support; provision of 4 quarterly global status reports on contingent-owned equipment
- 10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment
- Technical support to 10 troop- and police-contributing countries in preparing documentation and cargo readiness for deployment to field missions; and provision of contingent-owned equipment verification reports for reimbursement processing and performance evaluation

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or policy deployment (2014/15: 90 days; 2015/16: 90 days; 2016/17: 90 days)

Outputs

- 6 mission specific force requirements reviewed; and 4 technical assessment mission reports for peacekeeping operations provided
- Maintenance of 100 logistics-related systems contracts
- 3 meetings with international partners, including Member States, to identify and establish functional arrangements within areas of logistics cooperation in the field
- 3 framework agreements/memorandums of understanding completed with Member States to provide on-call enabling capabilities for field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Verification of 100 per cent of the property, plant and equipment and financial inventory held at peacekeeping operations against relevant IPSAS accounting standards (2014/15: 99.8 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent for property, plant and equipment; 2014/15: 99.9 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent for financial inventory)

3.2 Increased compliance of active peacekeeping operations with established light passenger vehicle holding policies (2014/15: 92.2 per cent; 2015/16: 93 per cent; 2016/17: 94 per cent)

3.3 Rate of evaluation of vendors through the new surface transport supplier appraisal system maintained at 100 per cent (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- Development and promulgation of rations and fuel manuals for all missions and implementation of the electronic rations management system in 4 missions
- 4 engineering assessment reports in field operations on progress of construction and engineering projects
- Aviation module (aviation information management system) of the Field Support Suite deployed to all aircraft-operating field missions, revised aviation equipment catalogue and production of digital maps for all airfields in support of peacekeeping operations provided
- 6 inspections and assessments of potential and existing air vendors and aircraft-operating field missions and 3 technical aviation assessment reports in field operations
- Replacement of 5 expiring charter agreements and development and promulgation of a policy on the utilization of standby aircraft charter agreements
- 6 meetings with troop- and police-contributing countries to negotiate memorandums of understanding in support of deployment and/or address memorandum of understanding shortfalls identified by the contingent-owned equipment and memorandum of understanding management review board
- Preparation of IPSAS-compliant financial reports on assets for incorporation into the financial statements of the Organization
- 4 quarterly performance reports on the implementation of property management directives and IPSAS compliance by the field missions
- 15 reports on the aviation safety assessment of peacekeeping missions and regional aviation safety offices and 4 joint reports with the Air Transport Section on the evaluation of air vendors
- 5 briefings at conferences, peacekeeping training centres and to troop- and police-contributing countries on the logistics support planning and operations and 5 briefings to troop- and police-contributing countries on medical technical support to peacekeeping operations
- Conduct 2 major supply chain management conferences/workshops to continue evolving end-to-end supply chain management business processes with a focus on the integration with Umoja capabilities as well as training programmes

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police unit personnel and contingent-owned equipment; and vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	**–**	–
D-1	3	–	–	–	**3**	–
P-5	7	–	–	1	**8**	1
P-4	34	–	–	–	**34**	–
P-3	46	–	–	–	**46**	–
P-2/P-1	–	–	–	–	**–**	–
Subtotal	**90**	**–**	**–**	**1**	**91**	**1**
General Service and related						
Principal level	2	–	–	–	**2**	–
Other level	32	–	–	–	**32**	–
Subtotal	**34**	**–**	**–**	**–**	**34**	**–**
Total, posts	**124**	**–**	**–**	**1**	**125**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	1	(1)	–	–	**–**	(1)
P-4	1	(1)	–	–	**–**	(1)
P-3/P-2	–	–	–	–	**–**	–
Subtotal	**2**	**(2)**	**–**	**–**	**–**	**(2)**
General Service and related						
Principal level/Other level	–	–	–	–	**–**	–
Total, general temporary assistance positions	**2**	**(2)**	**–**	**–**	**–**	**(2)**
Grand total	**126**	**(2)**	**–**	**1**	**125**	**(1)**

(c) Justification of posts

Office of the Director

Establishment of one post (P-5 Senior Environmental Officer)[7]

348. The Department of Field Support currently has two posts in the environment portfolio within the Logistics Support Division (1 P-4 Environmental Officer (Waste

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[7] See also A/70/749, sect. IV.

Management) and 1 P-3 Environmental Officer) focused on the day-to-day issues of mission support, policy implementation and wider United Nations agency coordination activity.

349. In tandem with an increase in the scale and complexity of United Nations deployments over recent years — including into contexts where natural resources and the environment are key features of the conflict — emphasis on the requirement for peace operations to responsibly manage their environmental impact has grown. Alongside global progress to address climate change and pursue sustainable development, peace operations are increasingly being explicitly tasked to consider and manage the environmental impacts of their operations, for example, in Mali Darfur and Somalia, pursuant to Security Council resolutions 2100 (2013), 2113 (2013) and 2245 (2015), respectively. The Secretary-General's report on the High-level Panel on Peace Operations (A/70/357-S/2015/682), the report of the Expert Panel on Innovation and Technology in United Nations Peacekeeping and recent OIOS assessments have all identified the need for DPKO, DFS and field missions to further strengthen their management of environmental activities. The General Assembly, in resolution 69/307, emphasized the need for reduction of the overall environmental footprint across all field missions, and in resolution 70/205, requested that the Secretary-General submit an action plan for sustainable practices and climate neutrality across the Secretariat by 2020. Given that field operations currently generate approximately 60 per cent of total United Nations system-wide greenhouse gas emissions for 2014, DFS will have an important role to play in achieving this goal.

350. Current resources are inadequate for DFS to effectively support peace operations in meeting their environmental responsibility to host countries and communities and in meeting the need to reduce greenhouse gas emissions as part of the global and United Nations system-wide effort. In this context, it is proposed that the existing environment resources referenced above (1 P-4 and 1 P-3 Environmental Officers) be consolidated in the Office of the Director and that a Senior Environmental Affairs Officer (P-5) post be established to perform the following tasks: (a) provide strategic direction across DFS and peace operations to improve environmental management and reduce negative environmental impact within existing rules and regulations; (b) support senior leadership consultations with Member States on appropriate steps to improve environmental performance and achieve climate neutrality; (c) ensure an appropriate policy and guidance framework for United Nations peace operations in this area, linked to United Nations-system wide efforts and including a data structure to define baselines and track performance across missions; (d) work towards system readiness for new missions to be deployed in an environmentally responsible way; (e) factor in linkages at all levels between conflict and the environment in mission planning, mandate implementation and review; (f) establish and manage partnerships, including to contribute to system-wide efforts and draw on system-wide expertise; and (g) manage the Environment Section in the Director of the Logistics Support Division.

351. In the absence of this capacity, DFS will not be able to effectively plan, institute, support, oversee and monitor responsible presence through environmental management in United Nations peace operations.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2014/15)*	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	20 138.4	19 614.7	20 242.5	627.8	3.2
II. Non-post resources					
General temporary assistance	359.8	409.9	–	(409.9)	(100.0)
Consultants	–	1 600.0	1 500.0	(100.0)	(6.3)
Official travel	388.6	360.4	375.9	15.5	4.3
Subtotal, II	**748.4**	**2 370.3**	**1 875.9**	**(494.4)**	**(20.9)**
Total	**20 886.8**	**21 985.0**	**22 118.4**	**133.4**	**0.6**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$20 242.5	$627.8	3.2%

352. The provision would cover the salaries, common staff costs and staff assessments for the 125 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of one post.

	Cost estimates	*Variance*	
General temporary assistance	–	($409.9)	(100.0%)

353. The reduced requirements are attributable to the discontinuation of two positions.

	Cost estimates	*Variance*	
Consultants	$1 500.0	($100.0)	(6.3%)

354. The consultancy requirements for the supply chain management initiative are described in the paragraphs below.[8]

355. The amount of $300,000 is proposed for the engagement for five person-months of five consultants with regulatory management and supply chain operations reference process knowledge to develop the supply chain operations reference business processes for performance, risk, assets, data/information technology, regulatory compliances and supply chain network management.

356. The amount of $360,000 is proposed for the engagement for eight person-months of three consultants to assist Headquarters, GSC, RSCE and the missions

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[8] See also A/70/749, sect. IV.

develop and implement supply chain operations reference-based global upstream supply chain processes initially for major high cost commodities and services such as high value United Nations system contracts and large turnkey contracts for fuel and rations. The consultants will also work with the Umoja team to ensure that the Umoja processes are synchronized for the transition to Umoja Extension 2 in 2017/18.

357. The amount of $360,000 is proposed for the engagement for eight person-months of three consultants to provide assistance in practical implementation of supply chain analysis by mentoring and assisting field missions in the use of the supply chain operations reference analytic processes, best practices and metrics to develop and implement options for improving individual mission supply chain processes.

358. The amount of $180,000 is proposed for the engagement for six person-months of two supply chain operations reference process consultants to assist in the establishment of supply chain operations reference global delivery processes to be used by Shipping/Incoterms, the pilot project for all United Nations system contract shipments and assist the Logistics Support Division/Movement Control Section to develop the desired business processes from Headquarters to the mission level.

359. The amount of $300,000 is proposed for the engagement for five person-months of four consultants with expertise in the supply chain operations reference model with adequate knowledge of process and training activities to ensure that the missions' training programmes are in line with the industry standards supply chain process, and ensure the quality of the programme.

	Cost estimates	*Variance*	
Official travel	$375.9	$15.5	4.3%

360. The official travel requirements are described in the paragraphs below.

361. The amount of $237,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: coordinating the delivery of logistics goods and services to client missions and developing improvements in consultation with Member States ($14,900); assessing the current status of air operations and aviation safety in selected peacekeeping missions to identify areas of safety concern and provide recommendations to mitigate risk ($69,200); meetings with the Transportation and Movements Integrated Control Centre in Entebbe, mission movement control sections, port authorities, government officials and freight companies to coordinate for further improvements in movement support ($22,200); monitoring the utilization of physical resources in compliance with policies and procedures on property management ($9,800); evaluating the operational support provided by the missions' vehicle fleets and monitoring the implementation of the quality assurance programme ($28,400); assessing the engineering projects ($10,000); assessing the functional status of the integrated medical support deployment in missions ($62,100); and monitoring and overseeing mission activities in the process of the implementation of the water policy and waste management policy ($20,900).

362. The amount of $75,100 is proposed for travel to undertake the following technical support activities: technical inspection in the areas of fuel, rations, power supply and other products ($65,500); and a review of the implementation and effectiveness of the field contingent-owned equipment inspection process ($9,600).

363. The amount of $3,100 is proposed for travel to attend the aircraft exhibition and meet with industry specialists with the aims of acquiring updated knowledge on the latest air technology and reducing the processing time of the technical prequalification of potential air vendors.

364. The amount of $60,200 is proposed for travel in relation to the supply chain management initiatives to: conduct follow-up activities based on the outcome of the experience and lessons learned from the implementation of the East Africa Corridor project ($14,200); collect first-hand information from the mission for business process analysis ($24,000); and attend the annual conference of African Members of the Supply Chain Management Network to exchange views and strengthen cooperation for adopting best practices and industry standards in the context of supply chain management in Africa ($22,000).

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

365. The Information and Communications Technology Division comprises the Office of the Director, the Field Communications and Information Technology Operations Service, the Field Technology and Security Operations Section and the Geospatial Information Section.

366. The Division delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOS, as well as DPKO and DFS at Headquarters. In 2016/17, the Division will focus on providing ongoing geospatial and ICT support services to DPKO and DFS at Headquarters and automated solutions to support GSC and RSCE. The Division will also continue to support the ongoing implementation of Umoja in the field.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question (2014/15: 3 days; 2015/16: 3 days; 2016/17: 3 days)

Outputs

- 3 analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery
- Analysis and coordination of Second Administrative-level Boundaries data from 10 Member States

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations (2014/15: no new mission was established; 2015/16: 24 hours; 2016/17: 24 hours)

	2.2 Provision of up-to-date geospatial information and maps to departments and offices of the Secretariat, with a particular focus on the DPKO Situation Centre/United Nations Operations and Crisis Centre, the Office of Military Affairs Assessment Team and DSS, within 9 days of the request (2014/15: 9 days; 2015/16: 9 days; 2016/17: 9 days)

Outputs

- Communications links established within 24 hours of arrival of the information and communications technology equipment in a new peacekeeping operation
- Information, geospatial and communications technology support for new peacekeeping operations in response to newly established Security Council mandates
- Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications (2014/15: not applicable; 2015/16: 99 per cent; 2016/17: 99 per cent)
	3.2 65 per cent rate of satisfaction with information and communications technology, and geospatial services provided by the Division to peacekeeping operations undertaken through a biennial survey (2014/15: not applicable; 2015/16: not applicable; 2016/17: 65 per cent)

Outputs

- ICT support for the Business Solutions Centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS
- 6,000 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support
- Statements of work and technical evaluation for 5 planned systems contracts and monitoring and administration of 37 existing contracts for ICT services and equipment
- 15 disaster recovery plans for field operations reviewed as well as guidance and oversight of disaster recovery reconstitution exercises in 5 missions
- Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOS
- Administration of 4 existing system contracts for the provision of geospatial information systems services, software and satellite imagery
- Development of partnership and contractual arrangement for the provision of open source geospatial software-based services
- Timely provision of geospatial datasets obtained from 2 field missions to fulfil the information requirements of the Secretariat in response to an ongoing or developing crisis

- **Redesigned, virtualized and optimized information and communications technology systems and infrastructure for peacekeeping operations and UNSOS to ensure a stable foundation with which to support Umoja Foundation, Umoja Extensions and other clusters and IPSAS-related imperatives; improve responsiveness and resilience, as well as develop and deploy reporting and business intelligence solutions**

External factors

Security considerations in field missions will not prevent the successful implementation of systems and provision of ICT services; availability and accuracy of geospatial information provided by Member States

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	1	–	–	–	**1**	–
P-5	2	–	–	–	**2**	–
P-4	10	–	–	–	**10**	–
P-3	7	–	–	–	**7**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**21**	–	–	–	**21**	–
General Service and related						
Principal level	3	–	–	–	**3**	–
Other level	8	–	–	–	**8**	–
Subtotal	**11**	–	–	–	**11**	–
Total	**32**	–	–	–	**32**	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	5 506.1	5 196.0	5 313.9	117.9	2.3
II. Non-post resources					
Official travel	227.7	207.1	216.1	9.0	4.3
Communications	–	267.5	456.2	188.7	70.5
Information technology	–	5 319.8	6 005.5	685.7	12.9
Subtotal, II	**227.7**	**5 794.4**	**6 677.8**	**883.4**	**15.2**
Total	**5 733.8**	**10 990.4**	**11 991.7**	**1 001.3**	**9.1**

(d) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$5 313.9	$117.9	2.3%

367. The provision would cover the salaries, common staff costs and staff assessments for the 32 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	Variance	
Official travel	$216.1	$9.0	4.3%

368. The official travel requirements are described below.

369. The amount of $134,600 is proposed for travel to carry out the following mission planning/assessment/consultation activities: in the peacekeeping missions, review priorities and align resources, strengthen operations, ensure compliance with policies and standards, establish agreement on intended outcomes and results, assess the impact on the Division of the changing environment ($132,700); and participate in the Technical Committee on Boundary Issues ($1,900).

370. The amount of $9,100 is proposed for travel to undertake technical support and advice for the African Union in the areas of border demarcation, border mapping and border information system, and geographic information systems technology transfer to the African Union by providing system set-up, developing geodata schema and providing associated training.

371. The amount of $72,400 is proposed for travel to participate in the following seminars/conferences/workshops: the ICT senior leadership and management conferences for field and Headquarters (8,600); the conferences and committees on global geospatial information management issues to respond to technical substantive questions and engage with member states for an effective way to assess and roll out

new technology solutions ($59,400); and workshops on the consolidation of mission applications into GSC and its related information security ($4,400).

	Cost estimates	*Variance*	
Communications	$456.2	$188.7	70.5%

372. The amount of $456,200 is proposed for the provision of non-standard resources for the acquisition of 5 videoconferencing terminals and monitors ($126,000); the replacement of 10 videoconferencing terminals and monitors ($250,000); spare parts for communications equipment ($30,200); and maintenance of the video wall in Crisis Room of the United Nations Operations and Crisis Centre ($50,000).

373. The increased requirements are attributable to the replacement of 10 videoconference systems and maintenance of the conference room, offset in part by movement of the mobile office application license to information technology.

	Cost estimates	*Variance*	
Information technology	$6 005.5	$685.7	12.9%

374. The amount of $6,005,500 is proposed for the provision of non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

375. The increase in requirements are attributable to the additional requirements for equipment, the movement of mobile office licences from communications and the proposed field application explained below.

(United States dollars)

Equipment	436 000
Software	65 000
Software licences and fees	433 000
Contractual services: ongoing support	
Call centre/help desk support	1 168 200
DPKO/DFS application support	1 271 100
Disaster recovery and business continuity operational support	240 000
Maintenance of Nova (human resources module)	30 000
Videoconferencing support	1 232 300
Maintenance of field applications	970 000
Proposed field applications and initiatives	
Centralized NOTICAS Management System	159 900
Total	**6 005 500**

376. The amount proposed for equipment $436,000 would cover requirements for the replacement of obsolete standard equipment ($414,000) and spare parts and supplies of specialized information technology equipment ($22,000).

377. The increase in acquisition requirements relates mainly to a high number of computers being beyond their useful life expectancy, as replacements were not a priority in previous budget cycles. The backlog of replacements now represents around 50 per cent of the entire equipment held by the Department. The acquisition of standard information technology equipment, including new and replacement of desktop and laptop computers based on standard rates continues to be budgeted in the Executive Office of DPKO on behalf of both DPKO and DFS.

378. The amount proposed for software $65,000 would cover the software used by various substantive units of the Departments ($60,000) and geographic information systems map design and publishing software ($5,000).

379. The amount proposed for software licences and fees $433,000 is required to maintain and support existing software and systems comprising: mobile office licence ($83,500); fees for business intelligence software upgrades ($90,000); secure data transfer tool upgrades ($12,000); graphic design software ($36,000); technical standards reference and compliance tool ($10,000); performance management maintenance and support renewal ($28,500); Adobe Acrobat Professional ($29,000); Verint Survey System ($9,000); Environmental Systems Research Institute Geographic Software ($35,000); Satellite Imagery ($50,000); Red Hat Software ($10,000); Captivate and Articulate Software ($10,000); and a security and identity management tool ($30,000).

380. The increase in software licences and fees are attributable primarily to the movement of the mobile office licence from communications.

381. The resources for contractual personnel specialized in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed in the paragraphs below. Contractual services at Headquarters are undertaken by a staffing complement of 38 contractual personnel working at levels equivalent to those under the United Nations grade level system. A provision for facilities and infrastructure requirements has been included in the contractual rates below. A provision for desktop services under the information technology standard level agreement with OICT has been estimated for contractual personnel at Headquarters and included under information technology in the central responsible department or office.

Ongoing support services

Call centre support

382. The amount of $1,168,200 is proposed for contractual services for continued global, round-the-clock call centre support for Headquarters and field ICT operations, which include tier-1 technical support and the management of service requests for DPKO/DFS critical applications, through daily interaction with users and coordination with other service teams, DFS focal points and external parties until final resolution.

383. The provision includes salaries and operating costs for nine contractual personnel (1 Programme Manager (P-5), 1 Help Desk Supervisor (P-3), 1 Help Desk Coordinator (P-2) and 6 Help Desk Technicians/Dispatchers (GS (OL))).

Department of Peacekeeping Operations/Department of Field Support application support

384. The amount of $1,271,100 is proposed for contractual services to provide support at the tier-2 level for all Lotus Notes applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems and the mail action records system, support for web-based applications, change management and user training. The applications supported are used by DPKO and DFS personnel at Headquarters and facilitate interaction with peacekeeping operations in the field. The provision includes salaries and operating costs for seven contractual personnel (1 Business Solutions Centre Coordinator (P-2) and 6 Systems Technicians (GS (OL))).

Disaster recovery and business continuity operational support

385. The amount of $240,000 is proposed for contractual services to provide disaster recovery and business continuity support. These services include: (a) the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems; (b) the configuration and establishment of security and operational resilience documentation for implemented systems; (c) the operation of the disaster recovery and business continuity infrastructure in DFS; (d) the maintenance of flexible support for changing departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems; (e) the conduct of disaster recovery reconstitution exercises, the dissemination of disaster recovery templates and the review and validation of plans to ensure conformity with policy guidance provided by Headquarters and missions administration; (f) the provision of input on the establishment and maintenance of an ICT security framework and the formulation, implementation and periodic review of security policies, supporting operational procedures and processes, as well as coordination of security activities between the Information and Communications Technology Division of DFS and other relevant roles and functions; (g) assistance in the formulation and implementation of security technology strategies of the Division; (h) the maintaining of an internal compliance assurance programme for ICT security objectives and the establishing and maintaining of the ICT security governance, risk and compliance framework. The provision includes salaries and operating costs for two contractual personnel (1 Coordinator (P-4), 1 Security Specialist (P-3)).

Maintenance of Nova (human resources module)

386. The amount of $30,000 is proposed for maintenance of the existing integrated human resources management tool at Headquarters for the recruitment and roster management, staffing, on-boarding and staffing table management of seconded active-duty military and police personnel, as their recruitment is not processed through the Inspira or Umoja systems. In addition to the typical recruitment responsibilities, the tool allows the Executive Office of DPKO-DFS to conduct other activities, such as outreach to Member States and public information activities related to seconded active-duty military and police personnel campaigns. Within

both Departments, there are around 169 seconded posts designated for active-duty military and police specialists and approximately one third of those rotate on a regular basis. The tool ensures that military and police recruitment campaigns are conducted efficiently and effectively and provides consistency and transparency in supporting Member States. While it is expected that Inspira and Umoja will eventually replace the staffing table functionality of Nova, the maintenance of the tool during the first year following the implementation of Umoja at Headquarters is crucial for effectively managing and monitoring staffing table related activities of seconded military and police posts. The provision includes salaries and operating costs for one contractual personnel (1 Information Technology Technician).

Videoconferencing support

387. The amount of $1,232,300 is proposed for contractual services to provide continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support would be provided for missions with developing and expanding internal videoconferencing networks. The provision includes salaries and operating costs for 11 contractual personnel (1 Coordinator (P-3), 10 Technicians/Administrative Assistants (GS (OL))).

Maintenance of field applications

388. The amount of $970,000 is proposed for contractual services to provide support for and maintain computer applications used by personnel in DPKO and DFS, at Headquarters and in field operations, specifically, collaboration support systems, situational awareness and associated analytics and reporting, the aviation information management system, audit and oversight applications, strategic management applications, reporting applications and standard web content management platforms and their correlating internal and public websites that support the substantive areas of peacekeeping operations. In addition, this provision would support web-based applications, change management, deployment and user training and ensures tier-2 and tier-3 levels of support. Tier-3 support includes modifications and enhancements to required application development and network engineering to support the enhancements. The applications supported enable the implementation of peacekeeping operation mandates and do not represent solutions redundant with the enterprise resource planning or other enterprise systems, such as Inspira and iNeed. The provision includes salaries and operating costs for nine contractual personnel (1 Senior Systems Operations Officer (P-4), 3 Systems Operations Officers (P-3), 2 Systems Analysts (GS-OL) and 3 Technicians (GS (OL))).

Field applications and initiatives

Centralized NOTICAS Management System

389. The amount of $159,900 is proposed to provide the Situation Centre, DPKO/DFS with a centralized web platform for the online reporting and processing of NOTICAS. It is the duty of the United Nations to notify relevant parties in a timely manner of casualty information in peacekeeping operations, as well as maintain historical casualty data. Currently, the process is manual, time-consuming and dispersed to senior management and concerned parties using a variety of tools, which has caused delays in casualty reporting and information-sharing. The proposed solution will provide a centralized web platform tool to manage the NOTICAS process from beginning to end, which includes the recording of sickness, injury, accident, and death, and violations of status-of-forces agreements, as well as the generation of letters of condolence. The proposed solution will provide the Situation Centre, as well as DPKO/DFS senior management, with statistical reporting on historical casualty related data.

D. Department of Management

(a) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*Additional new posts/ positions requested*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	3	–	–	–	**3**	–
P-5	12	1	–	–	**13**	1
P-4	69	(1)	–	–	**68**	(1)
P-3	63	–	–	–	**63**	–
P-2/P-1	12	–	–	–	**12**	–
Subtotal	**160**	**–**	**–**	**–**	**160**	**–**
General Service and related						
Principal level	10	–	–	–	**10**	–
Other level	89	(2)	–	–	**87**	(2)
Subtotal	**99**	**(2)**	**–**	**–**	**97**	**(2)**
Total, posts	**259**	**(2)**	**–**	**–**	**257**	**(2)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	6	–	–	1	**7**	1

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*Additional new posts/positions requested*	***Total proposed 2016/17***	*Change*
P-3	13	–	–	1	**14**	1
P-2/P-1	3	–	–	–	**3**	–
Subtotal	**22**	**–**	**–**	**2**	**24**	**2**
General Service and related						
Principal level	1	–	–	–	**1**	–
Other level	12	–	–	–	**12**	–
Subtotal	**13**	**–**	**–**	**–**	**13**	**–**
Total, general temporary assistance positions	**35**	**–**	**–**	**2**	**37**	**2**
Grand total	**294**	**(2)**	**–**	**2**	**294**	**–**

(b) Financial resource requirements (Table A)

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	37 971.5	38 654.0	39 390.3	736.3	1.9
II. Non-post resources					
General temporary assistance	6 169.0	4 816.2	4 925.0	108.8	2.3
Consultants	2 234.0	2 859.5	2 555.0	(304.5)	(10.6)
Official travel	1 500.4	1 535.4	1 535.4	–	–
Facilities and infrastructure	22 302.8	21 920.9	21 930.2	9.3	0.0
Communications	505.3	431.1	324.7	(106.4)	(24.7)
Information technology	8 745.4	6 498.9	6 603.0	104.1	1.6
Medical	–	–	100.0	100.0	–
Other supplies, services and equipment	10 139.1	11 468.2	11 467.6	(0.6)	(0.0)
Subtotal, II	**51 596.0**	**49 530.2**	**49 440.9**	**(89.3)**	**(0.2)**
Total, I and II	**89 567.5**	**88 184.2**	**88 831.2**	**647.0**	**0.7**
Enterprise resources planning[a]	20 054.7	31 306.7	16 830.4	(14 476.3)	(46.2)
Information and systems security[b]	821.5	821.5	821.5	–	–
Total, I and II	**110 443.7**	**120 312.4**	**106 483.1**	**(13 829.3)**	**(11.5)**

[a] Details provided in para. 46.

[b] Details provided in para. 47.

Financial resource requirements (Table B)
Corporate costs included in the budget of Department of Management

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Non-post resources					
Facilities and infrastructure					
(Rent/facility costs for the Secretariat)[a]	21 609.8	21 764.4	21 764.7	0.3	0.0
Other supplies, services and equipment					
(After-service health insurance)[b]	9 147.2	10 350.6	10 837.0	486.4	4.7
Subtotal, I	**30 757.0**	**32 115.0**	**32 601.7**	**486.7**	**1.5**
Requirements specific to the Department of Management	58 810.5	56 069.2	56 229.5	160.3	0.3
Total	**89 567.5**	**88 184.2**	**88 831.2**	**647.0**	**0.7**

[a] Details provided in para. 521.

[b] Details provided in para. 411.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

390. The Office of the Under-Secretary-General for Management comprises the front office, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Office of Enterprise Resource Planning (Umoja), the secretariat of the Administrative and Budgetary Committee (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

391. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board provides services to facilitate the review by the Committee and the Board of proposed procurement and disposal-of-assets cases. The secretariat has also been tasked with providing training and policy guidance to the local committees on contracts and local property survey boards in peacekeeping missions with an aim to further strengthening their vetting capacity. The Office will continue to support the Award Review Board established to review challenges filed by unsuccessful vendors.

392. The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which are entrusted with responsibilities for administrative and budgetary matters and programmatic matters, respectively.

393. The Management Support Service provides support to critical organizational alignment activities, including the execution of the comprehensive stakeholder

engagement and communications plan, the design and implementation of information sessions and assistance in the implementation of the Umoja functionality.

394. The Management Evaluation Unit continues to conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management in providing responses regarding the outcomes of management evaluations. The Unit assists the Under-Secretary-General with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (2014/15: 97.1 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- Provision of technical and substantive secretariat support to approximately 100 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, and approximately 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of approximately 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Average processing time for Headquarters Committee on Contracts minutes is 7.0 business days (2014/15: 7.5 days; 2015/16: 7.0 days; 2016/17: 7.0 days)
	3.2 90 per cent of members of local committees on contracts trained in the relevant mandatory basic training (2014/15: 90 per cent; 2015/16: 90 per cent; 2016/17: 90 per cent)
	3.3 Preparations for deployment to, and stabilization of, Umoja Extension 1 functionality are made for international staff in peacekeeping in November 2015 and for national staff and locally administered personnel in the missions in September 2016
	3.4 Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days (2014/15: 83 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.5 Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, namely, a remedy was found or the original decision was overturned (2014/15: 70 per cent; 2015/16: 42 per cent; 2016/17: 42 per cent)

Outputs

- 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board are held
- Review of 500 procurement actions and 125 disposal actions
- 3 field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions
- 12 training courses on committees on contracts and property survey boards in support of peacekeeping missions
- 100 additional staff enrolled for the online training resources on the committees on contracts and property survey boards
- Review of 7 procurement challenges by independent high-level experts
- Provision of support to predeployment, deployment and post-production support activities to ensure the seamless integration of Umoja Extension 1 functionalities for cluster 5 and the project to decommission Galileo
- Provision of a communications and engagement strategy to peacekeeping missions that outlines how information will be progressively disseminated to support personnel in the integration of Umoja Extension 1 in cluster 5 and the project to decommission Galileo
- Provision of educational materials and clear guidelines to end-users and managers to support the preparation for Umoja implementation to cluster 5 and the project to decommission Galileo, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official web site, iSeek and Unite Connections as well as direct communications to field missions
- Provision of 350 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations
- Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members
- Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned

External factors

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Management Evaluation Unit; timeliness and sufficiency of managers' comments on cases submitted to the Management Evaluation Unit

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	**1**	–
P-5	–	–	–	–	–	–
P-4	4	–	–	–	**4**	–
P-3	3	–	–	–	**3**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**8**	–	–	–	**8**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Subtotal	**2**	–	–	–	**2**	–
Total, posts	**10**	–	–	–	**10**	–
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	**1**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**1**	–	–	–	**1**	–
Grand total	**11**	–	–	–	**11**	–

(c) Justification of general temporary assistance positions

Management Evaluation Unit

Legal Officer (1 P-3 position, continuation)

395. The approved staffing establishment of the Management Evaluation Unit comprises one general temporary assistance position of a Legal Officer (P-3) funded from the support account.

396. The Unit reviews management evaluation requests and advises the Under-Secretary-General for Management whether to uphold or reverse an administrative decision or identify a settlement between the staff member and the administration. During the financial period of 2014/15, the Unit received 1,131 management evaluation requests from staff of peacekeeping operations, which is around 65 per cent of the total requests received. At the end of 2015, an accumulated backlog of 145 cases from 2,146 cases received in 2014 and 2015 remained. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision-makers in the missions and members of the Quality Assurance Unit in the Field Personnel Division of DFS at Headquarters, particularly when a resolution of matters is explored.

397. The continuation of the Legal Officer (P-3) position in the Management Evaluation Unit would serve to ensure that the management evaluation process is objective and impartial by increasing the level of accuracy of the Unit's legal analysis. Furthermore, as requests for management evaluations often include novel fact situations or questions of law, the continuation of the position would enable the Unit to undertake the extensive legal research necessary to sustain and enhance the accuracy, quality and timeliness of legal analysis that is required to ensure the resolution of all incorrect decisions. The incumbent would also serve to ensure that the Unit is able to sustain its production of quality management evaluation letters; sustain and enhance the Unit's capacity to identify all cases that are amenable to an informal resolution and to work with the appropriate channels in the Organization to ensure that such cases do not proceed to the United Nations Dispute Tribunal.

398. The Legal Officers are required to complete the management evaluations within the 45 days. Within this strict and narrow time frame, the Legal Officers are responsible for multiple requests at a given time, and must juggle the requirements of each case to ensure that they are completed within the required time frame.

399. In the light of the fact that requests from staff members serving in peacekeeping missions constitute the single largest group of requestors seeking management evaluation, and given the additional challenges for completing management evaluation requests submitted by staff members from peacekeeping operations as outlined above, it is proposed that the general temporary assistance position of a Legal Officer (P-3) be continued in 2016/17.

(d) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditure (2014/15)* *(1)*	*Apportionment (2015/16)* *(2)*	*Cost estimates (2016/17)* *(3)*	*Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	1 506.7	1 701.4	1 747.1	45.7	2.7
II. Non-post resources					
General temporary assistance	348.7	235.7	238.8	3.1	1.3
Consultants	33.2	77.0	77.0	–	–
Official travel	114.4	112.3	112.3	–	–
Facilities and infrastructure	21 768.3	156.5	165.5	9.0	5.8
Communications	504.3	431.1	293.6	(137.5)	(31.9)
Information technology	603.0	943.5	974.8	31.3	3.3
Other supplies, services and equipment	9 173.2	10 375.6	10 862.0	486.4	4.7
Subtotal, II	**32 545.1**	**12 331.7**	**12 724.0**	**392.3**	**3.2**
Total, I and II	**34 051.8**	**14 033.1**	**14 471.1**	**438.0**	**3.1**
Enterprise resource planning	20 054.7	31 306.7	16 830.4	(14 476.3)	(46.2)
Grand total	**54 106.5**	**45 339.8**	**31 301.5**	**(14 038.3)**	**(31.0)**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$1 747.1	$45.7	2.7%

400. The provision would cover the salaries, common staff costs and staff assessments for the 10 posts. The increased requirements are attributable primarily to: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$238.8	$3.1	1.3%

401. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position and the replacement of staff on maternity or sick leave (3 person-months for staff in the Professional category and 3 person-months for staff in the General Service category).

	Cost estimates	*Variance*	
Consultants	$77.0	–	–

402. An amount of $77,000 is proposed for the engagement of consultants with technical expertise in specialized fields, including in the areas of legal, financial and

administrative aspects of procurement procedures, for 7 person-months, to review contested bids made by unsuccessful vendors. Award Review Board experts should be independent from the United Nations to ensure the integrity of the process. It is estimated that the Award Review Board will receive seven cases during the 2016/17 period.

	Cost estimates	*Variance*	
Official travel	$112.3	–	–

403. The official travel requirements are described below.

404. An amount of $24,600 is proposed for travel to conduct consultation visits to monitor and assess the performance of local committees on contracts.

405. An amount of $87,700 is proposed to undertake the following training-related activities: holding basic and advanced training courses for members of local committees on contracts and local property survey boards in four field locations ($86,300); and attendance at the annual meeting of the American Society of International Law by the Management Evaluation Unit ($1,400).

	Cost estimates	*Variance*	
Facilities and infrastructure	$165.5	$9.0	5.8%

406. An amount of $165,500 is proposed to provide for the acquisition of office supplies for the Department of Management.

	Cost estimates	*Variance*	
Communications	$293.6	($137.5)	(31.9%)

407. An amount of $293,600 is proposed for the provision of commercial communications services associated with mobile devices ($145,500) and desktop phones ($118,600); and videoconferencing charges ($29,500).

408. The reduced requirements are attributable to the movement of mobile office licence costs to information technology and the movement of communication charges related to the OICT Bangkok Inspira Support Centre to OICT.

	Cost estimates	*Variance*	
Information technology	$974.8	$31.3	3.3%

409. The amount of $974,800 would cover requirements for the maintenance and reparation of information technology equipment based on the standard service-level agreements established by OICT ($496,500); the support account share of central information technology infrastructure costs derived from past expenditure patterns ($230,900); the acquisition of new and the replacement of obsolete standard information technology equipment ($151,000); the acquisition of mobile office licences ($67,700); and ongoing contractual support services for the maintenance of the electronic systems of the Committee on Contracts and the Award Review Board, as well as for the maintenance of Headquarters Committee on Contracts and Property Survey Board online resources ($28,700).

410. The increased requirements are attributable primarily to the movement of mobile office licence costs from communications, offset in part by reduced requirements in central information technology infrastructure costs linked to Umoja benefit realization.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$10 862.0	$486.4	4.7%

411. An amount of $10,862,000 is proposed to cover after-service health insurance costs for retired peacekeeping staff ($10,837,000), based on the projected annual population during 2016/17 and past period expenditure patterns; and materials for training provided to members of local committees on contracts and local property survey boards in peacekeeping missions ($25,000).

412. The increased requirements are attributable primarily to higher after-service health insurance costs for retired peacekeeping staff.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

413. The Office comprises the Office of the Controller, the Accounts Division, the Treasury, the Programme Planning and Budget Division, the Peacekeeping Financing Division and the Financial Information Operations Service.

414. As Chair of the IPSAS Steering Committee, the Office leads the change to IPSAS-compliant accounting and reporting for the Organization, as well as efforts aimed at making IPSAS compliance sustainable in the long term. During the 2016/17 period, the IPSAS Implementation Team will continue to concentrate on activities that will support the sustainability of IPSAS compliance. Sustainability efforts will be geared towards the following work pillars: (a) management of the regulatory framework; (b) strengthening of internal controls; (c) training and skills development; (d) Umoja processes and transition arrangements and review; and (e) IPSAS benefits for management activities.

415. The Accounts Division will continue to provide financial services, including payroll, payments and insurance, to peacekeeping missions and will carry out control and monitoring functions; provide financial guidance and assistance, and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies while meeting growing demands; and fully engage in the further development of the financial modules of the Umoja project. The Treasury will continue to provide guidance on policies and procedures related to treasury and banking operations to peacekeeping missions; continue to manage the investment and liquidity of peacekeeping funds; execute replenishments of bank accounts maintained by peacekeeping missions; execute payroll (including education grants) and vendor payments; and process amendments to bank account signatory panels. Furthermore, the Treasury will continue to play an instrumental role in the implementation of full Umoja payments functionality for peacekeeping missions. The Peacekeeping Financing Division will continue to establish policies, procedures and methodology for the estimation of resource requirements and provide policy guidance on matters relating to the financing of peacekeeping operations; prepare annual budget and performance reports for peacekeeping operations and the support account, and ad hoc reports on administrative and

budgetary aspects; and provide substantive services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. The Division will also continue to monitor the cash-flow status of the individual special accounts for peacekeeping operations; authorize payments to Governments for the settlement of certified contingent-owned equipment claims; and determine the average monthly troop strength to establish amounts reimbursable and initiate subsequent payments to reimburse Governments for troops and formed police units.

416. The Financial Information Operations Service will continue to provide operational support to the Office through maintaining and enhancing financial information technology systems; providing business analysis for requested changes in required systems; and producing reports that provide information about financial activities. The priorities of the service are to ensure that new systems are created that meet current business needs and to ensure that existing systems are maintained and are continually available to ensure that the financial activities of the Office are supported in a timely manner so that the requirements of Member States can be addressed. The Service will dedicate resources and actively work on the continued implementation and support of Umoja while continuing to maintain other systems where the functionality of Umoja is not available.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.2 No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports (2014/15: 4; 2015/16: zero; 2016/17: zero)
	1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt (2014/15: 5 to 10 days; 2015/16: 5 days; 2016/17: 5 days)
	1.4 A positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements (2014/15: positive; 2015/16: positive; 2016/17: positive)
	1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2014/15: 3 months; 2015/16: 3 months; 2016/17: 3 months)

	1.6 Monthly status of contributions available online by the end of the following month (2014/15: 1 month; 2015/16: 1 month; 2016/17: 1 month)

Outputs

- 30 reports on budget performance and budget estimates for 14 active peacekeeping operations and UNSOS
- 1 report on the updated financial position of closed peacekeeping operations
- 10 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations, GSC and RSCE
- 18 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 14 active peacekeeping operations and UNSOS, GSC, RSCE and the support account for peacekeeping operations
- Review and coordination of responses to follow-up questions from legislative bodies on 14 active peacekeeping operations and UNSOS, GSC, RSCE, the support account and cross-cutting issues
- A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions
- Online status of contributions, including summary information and outstanding assessed contributions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Banking operations set up within 3 months of the establishment of new peacekeeping operations (2014/15: 3 months; 2015/16: 3 months; 2016/17: 3 months)

Outputs

- Assist the peacekeeping operations in the selection of banks to provide the required banking services

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting
	3.2 Liabilities for troops and formed police units do not exceed 3 months (2014/15: partially achieved; 2015/16: 3 months; 2016/17: 3 months)
	3.3 Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (2014/15: achieved; 2015/16: achieved; 2016/17: achieved)

3.4 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation (2014/15: 83 per cent; 2015/16: 90 per cent; 2016/17: 90 per cent)

3.5 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation (2014/15: 90 per cent; 2015/16: 90 per cent; 2016/17: 90 per cent)

3.6 Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service is provided within 30 working days of the receipt of the request (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.7 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.8 Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.9 Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

3.10 100 per cent of payments requested for peacekeeping accounts processed within 2 business days (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.11 100 per cent availability of service support to users of the financial and budget information system (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- **Provision of guidance on IPSAS benefits realization**
- **Provision of guidance on sustaining IPSAS compliance in the missions**
- **Monitoring of the delegation of financial authority to field operations**
- **Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations**

- Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
- Processing of 20,000 payments to Member States, staff and vendors
- Processing of 10,000 education grant claims and advances
- Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
- Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards
- Processing of 3,000 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records
- Delegation to field finance officers of the authority to act as approving officers
- Visits to 6 peacekeeping operations, GSC and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues
- 500 funding authorizations and 31 staffing table authorizations for peacekeeping operations, UNSOS, GSC, RSCE, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis
- 10 financial reports and other financial communications to donors for peacekeeping trust funds
- Organization and conduct of videoconferences with peacekeeping operations, UNSOS, GSC and RSCE, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase
- United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
- Execution of approximately 2,350 investment-related electronic fund transfers, 900 foreign exchange purchases and 450 investment settlements
- Execution of approximately 180,000 payroll and vendor payments for peacekeeping missions
- Recording of approximately 3,000 incoming payments for $7.6 billion to peacekeeping accounts; and transfer of approximately 800 replenishments for $1.5 billion to house banks managed by peacekeeping missions
- Processing of approximately 200 bank signatory amendments for house banks managed by peacekeeping missions

- **Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control**
- **Maintenance of charts of accounts and other finance-related data; development and enhancement of ad hoc applications**
- **Enhanced financial management reports**

External factors

Interest rates and rates of return, exchange rate of the United States dollar and other currencies will be favourable

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	**1**	–
D-1	1	–	–	–	**1**	–
P-5	6	–	–	–	**6**	–
P-4	28	–	–	–	**28**	–
P-3	20	–	–	–	**20**	–
P-2/P-1	3	–	–	–	**3**	–
Subtotal	**59**	**–**	**–**	**–**	**59**	**–**
General Service and related						
Principal level	4	–	–	–	**4**	–
Other level	42	(2)	–	–	**40**	(2)
Subtotal	**46**	**(2)**	**–**	**–**	**44**	**(2)**
Total, posts	**105**	**(2)**	**–**	**–**	**103**	**(2)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	3	–	–	–	**3**	–
P-3	4	–	–	–	**4**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**7**	**–**	**–**	**–**	**7**	**–**

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	–	–	–	**1**	–
Total, general temporary assistance positions	**8**	–	–	–	**8**	–
Grand total	**113**	**(2)**	–	–	**111**	**(2)**

(c) Justification of posts

Peacekeeping Financing Division

Abolishment of one post (Finance and Budget Assistant (GS (OL)))

417. On the basis of the anticipated benefits of Umoja Foundation and Extension 1 at Headquarters in the areas of technology management through the consolidation of legacy systems into a global integrated solution with improved delivery of administrative services using a single source of data, it is proposed that one post of Finance and Budget Assistant (GS (OL)) be abolished in the Peacekeeping Financing Division.

Financial Information Operations Service

Redeployment of one post (Help Desk Assistant (GS (OL))) to OICT

418. The proposal to redeploy one post of Help Desk Assistant (GS (OL)) from the Financial Information Operations Service to OICT is provided under the restructuring of OICT in paragraph 541 below.

(d) Justification of general temporary assistance positions

Office of the Controller

IPSAS Implementation Team

IPSAS Change Manager (1 P-4 position, continuation)

IPSAS Officers (1 P-4 and 2 P-3 positions, continuation)

419. The current staffing establishment of the IPSAS Team comprises four general temporary assistance positions (2 P-4 and 2 P-3) funded from the support account to secure IPSAS sustainability and benefits realization.

420. The General Assembly has endorsed the IPSAS benefits realization plan and requested the Secretary-General to continue to report on the progress in implementing the plan. The plan lays down the process, guidelines, timelines and an accountability framework to measure progress towards the actual realization of the promised benefits. Specifically, a documented benefits realization plan for peacekeeping missions with an achievable end state is required, along with the

training to ensure that the accountable managers have an understanding of their authority and responsibility for the actions needed to realize the benefits.

421. In this context, it is proposed that the general temporary assistance position of IPSAS Change Manager (P-4) be continued. The incumbent would ensure that the tasks and timelines are assigned to the appropriate benefits accountable managers and performance measures are in place to monitor and report on the actual realization of benefits. The incumbent would also ensure that different stakeholders across the Secretariat are engaged and appropriately participate in the process of IPSAS benefits realization.

422. It is also proposed that the three general temporary assistance positions of IPSAS Officers (1 P-4 and 2 P-3) be continued. The IPSAS Officer (P-4) would focus on providing support for the project at field missions with regard to finalizing data supporting the third set of IPSAS-compliant financial statements, especially in the areas of property, plant and equipment and inventories, providing support for the audit of those balances and for sustaining IPSAS-compliant accounting beyond the first and second years of IPSAS. Work in this area includes reviewing the revised data for consistency, accuracy and completeness and ensuring that a comprehensive record of assets is in place for each office to support the audit of the third set of IPSAS-compliant financial statements and to ensure sustainability of IPSAS accounting and reporting, and also includes working with property managers in interpreting the new information provided as a result of IPSAS implementation and providing support for benefits realization.

423. One IPSAS Officer (P-3) would focus on ensuring that a solid regulatory framework is in place to support the sustainability of IPSAS-compliant accounting and reporting, including by supporting the development of additional standard operating procedures based on the results of the second IPSAS-compliant financial statements process; proposing relevant changes to the IPSAS policy framework and corporate guidance documents; monitoring relevant emerging policy issues on the agenda of the IPSAS Board; and documenting areas where internal controls need to be strengthened to support IPSAS sustainability, with the aim of providing reasonable assurance that financial and operational information continues to be reliable and produced with integrity.

424. The other IPSAS Officer (P-3) would focus on ensuring that a solid risk reporting framework is in place at the mission level to support IPSAS sustainability; providing support to the change and project management functions, including maintaining a log of risks and issues and a collaborative site to share IPSAS experiences and lessons learned, and supporting the capture of areas of IPSAS benefits realization in missions; supporting the coordination of the audit of the second set of IPSAS-compliant financial statements and maintaining auditors' recommendation logs and ensuring quick resolution of audit issues by missions; and tracking the review of internal controls with a view to making improvements to ensure IPSAS sustainability.

Accounts Division

Health and Life Insurance Section

Finance Assistant (1 GS (OL) position, continuation)

425. The approved staffing establishment of the Health and Life Insurance Section comprises four posts (1 P-4, 3 GS (OL)) and one general temporary position of Finance Assistant (GS (OL)) funded by the support account. The Section manages the insurance for staff and their families. The functions of the general temporary position of Finance Assistant include servicing clients in peacekeeping operations by processing health and life insurance applications of new staff and for changes in the family composition; responding to queries from staff members, family members and administrative offices; liaising with insurance carriers to resolve issues; processing death claims for life insurance; and following up on the status of claims. As a result of these continuing requirements, it is proposed that the general temporary position of Finance Assistant (GS (OL)) be continued in 2016/17.

Accounts Division/Peacekeeping Accounts Section

Finance Officer (1 (P-4) position, continuation)

426. The approved staffing establishment of the Peacekeeping Accounts Section comprises 17 posts (1 P-5, 5 P-4, 4 P-3, 1 P-2, 1 GS (PL) and 5 GS (OL)) and one general temporary position (1 P-4) funded by the support account.

427. The general temporary assistance position of Finance Officer (P-4) was established in July 2014 to provide support for increased workload for MINUSCA. Given the complexity of this large start-up Mission and its full-year volume of operations, the existing staff resources of the Division cannot adequately support the increase in workload in the financial period 2016/17.

428. In this context, it is proposed that the general temporary assistance position of Finance Officer (P-4) be continued. The functions of the position would include the analysis of accounts and the review and preparation of financial reports for MINUSCA. The incumbent would also provide guidance on accounting policies, procedures and practices to counterparts in DFS and the Mission, and ensure the implementation of audit recommendations in a timely manner.

Peacekeeping Financing Division

Finance and Budget Officers (2 P-3 positions, continuation)

429. The approved staffing establishment of the Peacekeeping Finance Division comprises 35 posts (1 D-2, 1 D-1, 4 P-5, 12 P-4, 8 P-3, 9 GS (OL) and two general temporary positions (2 P-3) funded by the support account.

430. The Division continues to experience a significant workload that is commensurate with the characteristics of the current missions. The complexity of these missions is demonstrated by not only the composition of the input requirements but also by the multicomponent results-based frameworks that reflect their respective mandates. Steady progress has been made in refining the results-based frameworks that requires an effort level that is both intensive and time-consuming. Given the multidimensional scope of these missions' mandates, their respective results-based frameworks and financial and human resource requirements

require extensive and detailed analysis under tight timelines for submission of the financing reports.

431. Given the workload of the Division expected in 2016/17, it is proposed that the two general temporary assistance positions of Finance and Budget Officers (P-3) be continued. As a result of an internal assessment carried out by the Peacekeeping Financing Division, it has been determined that a Finance and Budget Officer (temporary position, P-3) would be required to strengthen the Division's capacity to provide policy guidance and coordination strategy on cross-cutting matters, including but not limited to, the global service delivery model and resource requirements for service providers, cost-recovery arrangements and inter-mission cooperation. The incumbent would also provide support for improvements to the budget preparation tools and new requirements in relation to reimbursement of troop- and police-contributing countries. These responsibilities have grown in scope and volume of workload over the past years owing to new requests from the General Assembly, the implementation of Umoja and IPSAS, and increased shared services.

432. In addition, a Finance and Budget Officer (temporary position, P-3) would be required for the continuing support of UNISFA and ensure the timely preparation and submission of financing reports. The responsibilities of the incumbent of the position would include the analysis and preparation of performance reports and budget estimates, financial and legislative backstopping, monitoring of budget implementation, provision of budgetary guidance to counterparts in DFS and the mission and managing liabilities and reimbursements to troop-contributing countries.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	14 669.3	15 510.1	15 652.6	142.5	0.9
II. Non-post resources					
General temporary assistance	1 714.4	1 276.9	1 283.0	6.1	0.5
Consultants	1 554.3	2 391.0	1 899.0	(492.0)	(20.6)
Official travel	373.7	468.4	468.4	–	–
Information technology	722.5	748.3	582.3	(166.0)	(22.2)
Other supplies, services and equipment	151.1	243.7	239.0	(4.7)	(1.9)
Subtotal, II	**4 516.0**	**5 128.3**	**4 471.7**	**(656.6)**	**(12.8)**
Total	**19 185.3**	**20 638.4**	**20 124.3**	**(514.1)**	**(2.5)**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	**$15 652.6**	**$142.5**	**0.9%**

433. The provision would cover the salaries, common staff costs and staff assessments for the 103 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; offset in part by (d) the proposed redeployment of one post to OICT; and (e) the proposed abolishment of one post.

	Cost estimates	*Variance*	
General temporary assistance	**$1 283.0**	**$6.1**	**0.5%**

434. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of eight general temporary assistance positions. The increased requirements result from: (a) the estimation of higher common staff costs; (b) the update of the standard salary costs; offset in part by (c) the application of higher vacancy factors.

	Cost estimates	*Variance*	
Consultants	**$1 899.0**	**($492.0)**	**(20.6%)**

435. An amount of $1,899,000 is proposed for the engagement of consultants for 168 person-months to continue to: support the preparation of the third set of IPSAS-compliant financial statements for peacekeeping missions; support the deployment of Umoja in peacekeeping operations; provision of guidance to support IPSAS accounting and reporting; implementation of the sustainability work, including strengthening of internal controls, management of benefits, management of regulatory frameworks as well as training and skills development.

436. The reduced requirements are attributable primarily to the consultants' lower workload in the 2016/17 period. After the issuance of two sets of IPSAS-compliant financial statements for peacekeeping operations, the need to retain consultants to analyse and implement policies has decreased. The process of gathering information from Umoja for the preparation of these financial statements is mature.

	Cost estimates	*Variance*	
Official travel	**$468.4**	–	–

437. The official travel requirements are described in the paragraphs below.

438. An amount of $177,100 is proposed to undertake the following mission planning/assessment/consultation activities: to provide guidance to peacekeeping operations to support internal control review, benefits assessment and sustainability review ($154,500); to meet with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local staff in peacekeeping missions, review the quality of services provided and discuss coverage requirements and other issues ($22,600).

439. An amount of $115,200 is proposed to undertake the following technical support activities: to provide on-site advice and assistance on budget and financial issues ($88,400); and to advise peacekeeping operations finance staff on treasury policies and procedures, cash management and banking-related issues ($26,800).

440. An amount of $50,000 is proposed for travel to participate in the annual meeting of the World Bank and the International Monetary Fund to meet Central Bankers to discuss local banking issues as they relate to peacekeeping missions ($4,200); and for participation in the meetings of the IPSAS board ($45,800).

441. An amount of $126,100 is proposed to undertake the following training-related activities: to deploy instructor-led training to support IPSAS sustainability and benefits realization ($60,000); to facilitate a five-day workshop for the Chief Financial Officers of peacekeeping operations ($42,600); and to attend external information technology training to enhance technology skills in order to ensure that financial systems continue to be in line with technological changes ($23,500).

	Cost estimates	*Variance*	
Information technology	$582.3	($166.0)	(22.2%)

442. An amount of $582,300 is proposed to provide for the acquisition of software licences and fees ($544,500) and contractual services for development and ongoing support ($37,800), to meet peacekeeping business needs, as indicated in the table and paragraphs below. The software licences and fees are for the maintenance and support of existing financial software and systems, including, the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management, and SWIFT, which is the interbanking transfer application.

443. The reduced requirements are attributable primarily to the implementation of Umoja.

Non-standard information technology, by category
(United States dollars)

Contractual services	
Development of application	
Troop-payment system	12 300
Ongoing support	
Additional information technology infrastructure	15 000
Additional desktop services	10 500
Total	**37 800**

Development of applications

444. The Financial Information Operations Service is responsible for providing support for peacekeeping-support-related activities and will be responsible for coordinating the implementation of a system for troop payments, pursuant to General Assembly resolution 67/261. An amount of $12,300 is proposed to provide maintenance support for the troop-payment system based on a service level agreement envisaged with OICT.

Additional information technology infrastructure

445. An amount of $15,000 is proposed for contractual services provided by OICT for the additional information technology infrastructure requirements that are associated with the expected growth in existing application environments and that are not included in the centrally administered standard information technology infrastructure provision.

Additional desktop support

446. An amount of $10,500 is proposed for contractual services to provide additional desktop services such as maintenance and repair support that go beyond the standard usage of the Office of Programme Planning, Budget and Accounts, which are normally covered under the standard level agreement for desktop services, for example, for Treasury functions that require additional desktop power.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$239.0	($4.7)	(1.9%)

447. An amount of $239,000 is proposed to cover the costs of outside counsel for banking agreements ($100,000); financial services in the actuarial valuation of peacekeeping personnel benefits, such as repatriation, annual leave and after-service health insurance, to assist in the reporting of actuarial valuation and disclosure of liability in relation to staff benefits as required by IPSAS ($35,000); IPSAS-related training materials ($65,000); training fees for external technical courses in the area of information technology ($37,000); and training materials for the Chief Financial Officers workshop ($2,000).

3. Office of Human Resources Management

(a) Results-based-budgeting framework

448. OHRM comprises the Office of the Assistant Secretary-General, the Human Resources Policy Service, the Strategic Planning and Staffing Division, the Learning Development and Human Resources Services Division and the Medical Services Division.

449. The Medical Services Division will promote and maintain staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues, and coordinating and monitoring their implementation. The Division will increase its engagement in the technical aspects of quality of care in level 2 and level 3 troop-contributing countries and commercially operated hospitals. The Division will continue to implement the electronic medical records and occupational health management system (EarthMed) in peacekeeping missions to improve the delivery of health care to United Nations field staff and increase efficiency in the performance and monitoring of medico-administrative functions.

450. OHRM will provide support to all peacekeeping operations to implement mission-specific emergency response plans and ensure compliance with medical emergency and mass casualty incident management plans. The Medical Services Division, in partnership with the DFS Field Personnel Division and the Department of Safety and Security, will continue to contribute to the development of emergency

response capacity in peacekeeping operations through orientation and training programmes for peacekeeping staff and managers, including medical personnel and members of the Crisis Management Support Team/Security Management Team operating under the United Nations Security Management System.

451. OHRM will continue to implement the United Nations human resources reform agenda in field operations, as approved by the General Assembly in its resolutions 63/250, 65/247 and 66/246, using the Inspira system; implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities; identify high-quality candidates, with particular emphasis on finding optimal candidates for positions in field operations; report to Member States on their respective national's staff information; and, in collaboration with the Field Personnel Division of DFS, coordinate and facilitate the implementation of the performance management programme in field operations.

452. In order to maintain strategic partnerships with DPKO and DFS and meet the changing needs of the peacekeeping operations, OHRM will continue to provide consultations and guidance on various human resources-related issues, including human resources services with respect to the termination of appointments, outside activities and child and family support issues.

453. With the approval of the global mobility and career development framework and following significant preparatory work, including the provision of career support services to staff members, the first job network was rolled out in January 2016. The remaining job networks will continue to be rolled out in a staggered approach until 2020, with the next job network slated for 1 January 2017.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Member States have access to online reports on human resources information for field operations (2014/15: available; 2015/16: available; 2016/17: available)

Outputs

- Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations
- Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Respond to all mission evacuation and deployment requests by delegating to the field medical officers and providing governance (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.2 Reduction in the number of days of sick leave (2014/15: not available; 2015/16: to be determined; 2016/17: baseline to be determined in 2015/16)

3.3 100 per cent of 17 field operations, including UNSOS, GSC and RSCE, achieve the targets set out in the strategic indicators of the human resources management scorecard (2014/15: partially achieved; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.4 100 per cent of staff have access to information or training on the new performance management policy or Inspira tool (2014/15: not applicable; 2015/16: not applicable; 2016/17: 100 per cent)

Outputs

- Provision of legal advice to address administrative law issues, representation of the Administration before the United Nations Dispute Tribunal in cases brought by field-based staff and processing of disciplinary matters referred for action by DFS
- Comprehensive salary surveys in MINUSTAH, UNFICYP, MINUSCA, UNMIL, MINUSMA and MONUSCO; upon request by the local salary survey committee, conduct approximately 16 interim salary surveys for a number of locations that are either the headquarters of the missions or for the duty stations that are within the mission areas; review approximately 30 revised salary scales for the General Service and the National Professional Officer categories
- Monitor and review the special measures pertaining to local salaries that are currently in place for UNMISS and UNDOF
- Provision of policy advice on matters affecting mission staff, including on pertinent policy framework and development, conditions of service in the field, and liaison within ICSC and the Field Group of the Human Resources Network
- Development of standard job profiles to streamline and standardize functional titles, levels, duties and responsibilities for field personnel to facilitate the global mobility and career development framework
- 8 WebEx-based continuous medical education sessions for medical personnel in the field
- Organization of 1 regional meeting of chief medical officers and head nurses
- 3 reports on on-site assessments of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping missions
- Provision of standards for medical evaluation and oversight of medical clearance conducted in the field; medical clearance of military observers and United Nations police for recruitment; pre-mission briefings and medical consultations and immunizations to staff travelling to field operations
- 8 mission-readiness and resilience workshops for staff planning to work in field missions; and psychosocial assessments/counselling/training in two peacekeeping missions
- Provision of active case management for 90 per cent of staff who meet criteria of long sick leave
- Completion of EarthMed roll-out and provision of ongoing support to all peacekeeping missions

- Guidance to 14 peacekeeping missions and UNSOS on the exercise of delegated authority for human resources management, including mission support visits
- Information on the human resources management scorecard is reported for 14 peacekeeping missions and UNSOS, including to the Management Performance Board, the Management Committee and the Performance Review Group
- Implementation of the global mobility and career development framework for staff in the political, peace and humanitarian network in 2016 and for one additional network in 2017 for 14 peacekeeping missions and UNSOS
- Conduct of videoconferences, webinars and briefings to inform staff in the political, peace and humanitarian network of the mobility and career development framework
- Clearance and certification of 30 Chief or equivalent functions in administration and human resources management in DFS and in field operations
- 6 to 8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations
- Online and ad hoc reports on human resources in response to requests from 14 peacekeeping missions and UNSOS
- Development, administration and analysis of Internet-based selection tests for specified positions focusing on general mental abilities
- Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations
- Provision of guidance, advice and support, training, communication, monitoring and evaluation on performance management, including the revised policy, to all staff in field operations, through videoconferences, WebEx, briefings and teleconferences
- Design and delivery of updated online training, guidance and user support on the e-Performance tool, in accordance with the revised policy for all staff in field operations
- Provision of 2,800 consultations and guidance on various human resources-related issues to staff members in peacekeeping operations
- Provision of administrative support to handle approximately 300 requests related to the termination of appointments owing to civilian staffing review and the closure of peacekeeping missions, and other reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules; and implementation of continuing appointments review

External factors

National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	2	–	–	–	**2**	–
P-4	15	(1)	–	–	**14**	(1)
P-3	9	(1)	–	–	**8**	(1)
P-2/P-1	1	–	–	–	**1**	–
Subtotal	27	**(2)**	–	–	**25**	**(2)**
General Service and related						
Principal level	1	–	–	–	**1**	–
Other level	18	(1)	–	–	**17**	(1)
Subtotal	19	**(1)**	–	–	**18**	**(1)**
Total, posts	46	**(3)**	–	–	**43**	**(3)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	–	–	–	–	**–**	–
P-4	2	(1)	–	1	**2**	–
P-3	5	(3)	–	1	**3**	(2)
P-2/P-1	2	(1)	–	–	**1**	(1)
Subtotal	**9**	**(5)**	–	**2**	**6**	**(3)**
General Service and related						
Principal level	1	(1)	–	–	**–**	(1)
Other level	10	(9)	–	–	**1**	(9)
Subtotal	**11**	**(10)**	–	–	**1**	**(10)**
Total, general temporary assistance positions	**20**	**(15)**	–	**2**	**7**	**(13)**
Grand total	**66**	**(18)**	–	**2**	**50**	**(16)**

(c) Justification of general temporary assistance positions

Restructuring

Integration of Human Resources Information Systems Section into OICT

454. The proposal to integrate the Human Resources Information Systems Section (and its approved 3 posts (1 P-4, 1 P-3 and 1 GS (OL)) and 15 general temporary

assistance positions (1 P-4, 3 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)) funded from the support account) into OICT under its restructuring is provided in paragraph 536 below under OICT. Under the restructuring, 1 general temporary assistance position of P-4 Project Manager will remain in the Strategic Planning and Staffing Division along with its functions, as detailed in paragraph 471 below.

Medical Services Division

Medical Officer (1 P-4 position, new)[9]

Health-care Safety and Quality Officer (1 P-3 position, new)

455. The Secretary-General established the Health-care Performance — Quality, Safety and Risk Committee in 2015 as part of the United Nations response to the recommendations of the High-level Independent Panel on Peace Operations. The Panel recommended the establishment of a framework for management of performance of health-care services and the Medical Services Division has been tasked with undertaking this project. The project will initially focus on level 2 hospitals, United Nations-operated level 1 clinics and aeromedical evacuation teams and will be progressively expanded to include all field health-care capabilities, civilian and military. Working with interested Member States, this project will define and set standards for performance of care, the processes governing field hospitals and clinics, and ways in which emergency and trauma health care is delivered in the field.

456. The project will establish the foundations of a medical performance framework for United Nations peace operations, which will apply to all health-care capabilities, both civilian and military. The development of the approach and the implementation of standards in United Nations-operated level 1 clinics will serve as a proof-of-concept for the possibility of further promulgation. A key outcome of the project will be establishment of a mechanism by which United Nations medical standards can be defined in consultation with Member States, having regard to the duty of care to United Nations staff and uniformed personnel. The project will establish standards around performance of care, the processes that operate within the facilities, and the ways in which health care is delivered.

457. The project will consist of four key elements: (a) appointing an appropriately constituted health-care safety and quality oversight body; (b) defining and implementing a clinical risk management system, including the use of clinical risk registers; (c) developing a United Nations health-care system medical performance framework; and (d) developing a performance framework to support and encourage compliance, and manage non-compliance with the standards.

458. Given that this is a project which represents additional functions and activities for the Division, the required skill sets are not currently available, and hence there is a need for an additional capacity to implement the project.

459. The project team would be led by a Medical Officer (P-4). The incumbent of the proposed general temporary assistance position would provide technical and professional leadership to the project. He or she would be responsible for project management, stakeholder liaison with the medical officers in the field, and military medical experts of Member States.

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[9] See also A/70/749, sect. VII.

460. The Health-care Safety and Quality Officer (P-3) would be embedded in one field mission that is participating in the project and would provide support to up to two other missions. The incumbent of the proposed general temporary assistance position would be responsible for on-the-ground leadership, with a particular emphasis on nursing practice, and supporting the Medical Officer with the project so that mission resources are not diverted from core business. The emphasis would be on education, capacity-building and the development of tools that can be rolled out more broadly to the entire system.

Human Resources Policy Service

Administrative Law Section — Disciplinary Unit

Associate Legal Officer (1 P-2 position, continuation)

461. The Administrative Law Section is responsible for handling disciplinary cases arising from field missions, and acts as counsel for the respondent before the United Nations Dispute Tribunal. The Section is composed of an Appeals Unit and a Disciplinary Unit. The Disciplinary Unit has five posts (1 P-4, 2 P-3, 1 P-2, 1 GS (OL) funded from the support account and one general temporary assistance position (P-2).

462. During 2014/15, the Disciplinary Unit handled 190 disciplinary cases, 17 field disciplinary appeals and 6 suspensions of action/measures for interim relief. As at 31 January 2016 in the 2015/16 period, the Unit had handled 117 field cases (42 of which were received during the period), 19 field disciplinary appeals and 1 suspension of action/measures for interim relief.

463. The Dispute and Appeals Tribunals have emphasized that disciplinary matters must be processed in an expeditious manner, while at the same time ensuring the soundness of the evidence and that staff members' right to due process is respected. Bearing in mind the continued increase of cases and the steady number of appeals, the current resources of the Unit, including the temporary position, will continue to be required for the foreseeable future. The most recent report of the Secretary-General on his disciplinary practice indicates an average increase of 2.5 months in the time taken to process disciplinary cases. For the Disciplinary Unit to avoid failing to meet the requisite qualitative and timeliness standards, it is proposed that the general temporary assistance position of Associate Legal Officer (P-2) be continued.

Learning, Development and Human Resources Services Division

Career Support and Performance Management Section

464. The approved staffing establishment of the Learning, Development and Human Resources Services Division comprises seven posts (2 P-4, 1 GS (PL), and 4 GS (OL)) and three general temporary assistance positions (2 P-3 and 1 GS (OL)) funded from the support account. Within the Division, the Career Support and Performance Management Section comprises three general temporary assistance positions funded from the support account (2 P-3 and 1 GS (OL)). The Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of career support services, including a range of personal and professional development programmes for United Nations staff.

Human Resources Officer (Performance Management) (1 P-3 position, continuation)

465. As a result of the roll-out of the e-Performance system, continued guidance, support and training are required to ensure full compliance with the performance management and development system. Subject to approval by the General Assembly, the Office will promulgate the revised performance management policy followed by the roll-out of an updated e-Performance tool in line with the policy changes. To ensure that staff, managers and human resources practitioners understand the changes and how they affect their roles and responsibilities in performance management, a communications and training strategy is under development. It is estimated that the training strategy will target the approximately 25,000 staff and 8,000 managers in the field missions to ensure that they understand the revised policy and are able to use the updated e-Performance tool. In addition, there is a need for greater training and support for second reporting officers and senior management and for the design and development of new training modules and guidance tools for human resources practitioners and rebuttal panel members.

466. Given that the Section has no dedicated posts funded from the support account to provide performance management support to field operations, it is proposed that the general temporary assistance position of Human Resources Officer (P-3), be continued, to serve as dedicated focal points for DFS and all peacekeeping missions on all aspects of support for performance management.

Strategic Planning and Staffing Division

Staffing Service

Redeployment of two general temporary assistance positions (Human Resources Officer (P-3) and Human Resources Assistant (GS (OL))) from the Learning, Development and Human Resources Services Division to the Strategic Planning and Staffing Division/Staffing Service

Human Resources Officer (Mobility) (1 P-3 position, continuation)

Human Resources Assistant (Mobility) (1 GS (OL) position, continuation)

467. The approved staffing establishment of the Strategic Planning and Staffing Division/Staffing Service comprises 1 GS (OL) position funded from the support account.

468. The positions proposed for redeployment from the Learning, Development and Human Resources Services Division to the Strategic Planning and Staffing Division are responsible mainly for formulating a comprehensive mobility framework. As the refined mobility framework was adopted by the General Assembly in its resolution 68/265, it was determined that the Division responsible for the implementation of the mobility framework would be the Strategic Planning and Staffing Division. As a result, it was determined that as the main responsibilities of these posts were focused on mobility, it would be essential that the positions form part of the mobility implementation team, as well as the network staffing teams envisaged in the framework. Staff members serving against these posts will be tasked with specific responsibilities aimed at meeting the specific output "Implementation of the political, peace and humanitarian job network for 14 peacekeeping missions".

469. The General Assembly approved the refined mobility framework subject to the provisions contained in its resolution 68/265 and substantive responsibility for the

implementation of the mobility framework was assigned within OHRM to the Strategic Planning and Staffing Division. Initial work on the elaboration of the proposal to the General Assembly on mobility was completed in years prior by the Learning, Development and Human Resources Services Division and two general temporary assistance positions (1 P-3 and 1 GS (OL)) supported the effort. With the focus of the mobility framework moving on to the implementation and its assignment to the Strategic Planning and Staffing Division, it is proposed that the two general temporary assistance positions established for this purpose be continued under that Division. The staff performing the functions would transition towards implementation-related activities, with a particular focus on the political, peace and humanitarian job network, including serving on the network staffing teams and coordinating with managers on the entire process envisaged under the framework, such as undertaking appropriate assessment of candidates, reviewing the suitability of candidates and ensuring that the process moves forward in accordance with established timelines.

470. Specifically, one Human Resources Officer (P-3) and one Human Resources Assistant (GS (OL)) would assist the mobility framework transition towards implementation-related activities, including, in particular, to process design, policy development, job analysis and assessment and strategic workforce planning for Departments in support of the mobility framework. These responsibilities are of primary importance to implementation efforts as approved by the General Assembly in its resolution 68/265 and essential to the implementation of the framework and would require significant staff resources to see the project to successful implementation given its tight timelines.

Strategic Planning and Staffing Division

Planning, Monitoring and Reporting Service

Project Manager (1 P-4 position, continuation) (Redeployment from the Human Resources Information Systems Section)

471. The approved staffing establishment of the Planning, Monitoring and Reporting Service comprises four posts (1 P-5, 1 P-4 and 2 P-3) funded from the support account.

472. HR Insight provides a consolidated and comprehensive view of human resources composition information across the Organization for both human resources practitioners and Member States. It also provides consistent quality data, enabling analysts and management to proactively identify problems and opportunities using state-of-the-art analytics.

473. The incumbent of the general temporary assistance position of Project Manager (P-4) is responsible for the overall implementation of the HR Insight project and its ongoing enhancements requested by human resources communities, executive management and Member States; leading the analysis and documentation of the Organization's business needs in reporting; overseeing improvements to the HR Insight design from the perspective of stakeholders; assisting in the design of data dimensions; and ensuring integration with the Inspira and Umoja systems for data exchange and report generation. Umoja represents a major new data source to merge and integrate as its HR functionality deployment to field missions begins in November 2015 and continues to 2016. As Umoja stabilizes and its data become

rich in the new application, it will be critical to ensure that HR Insight continues to support key reporting to Member States and human resources practitioners. The incumbent is also responsible for ensuring data quality and integrity in HR Insight; managing the new requirements of human resources reporting across all human resources data sources, such as legacy data from IMIS, Inspira and Umoja; continuing to assist in the delivery of key human resources reports, including the composition report, the report on gratis personnel, consultants and retirees and monthly workforce statistics; supporting the provision of data on human resources reform initiatives such as mobility; and supporting critical reporting and the provision of statistical data to Member States.

474. While the Human Resources Information Systems Section is shifting to OICT, the responsibility to manage HR Insight will remain with OHRM, and in this context, it is proposed that the general temporary assistance position of Project Manager (P-4) be continued in the Planning, Monitoring and Reporting Service.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	7 275.1	6 804.7	6 500.3	(304.4)	(4.5)
II. Non-post resources					
General temporary assistance	3 176.8	2 432.3	919.3	(1 513.0)	(62.2)
Consultants	106.0	156.5	341.5	185.0	118.2
Official travel	188.9	141.8	133.8	(8.0)	(5.6)
Information technology	1 205.8	1 226.0	–	(1 226.0)	(100.0)
Medical	–	–	100.0	100.0	–
Other supplies, services and equipment	140.9	140.6	15.6	(125.0)	(88.9)
Subtotal, II	**4 818.4**	**4 097.2**	**1 510.2**	**(2 587.0)**	**(63.1)**
Total	**12 093.5**	**10 901.9**	**8 010.5**	**(2 891.4)**	**(26.5)**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$6 500.3	($304.4)	(4.5%)

475. The provision would cover the salaries, common staff costs and staff assessments for the 43 posts. The reduced requirements are attributable primarily to: (a) the proposed redeployment of three posts to OICT linked to the restructuring of the Human Resources Information Systems Section (see para. 536 below); offset in part by (b) the application of lower vacancy factors for the Professional category; (c) the estimation of higher common staff costs; and (d) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$919.3	($1 513.0)	(62.2%)

476. The provision would cover the salaries, common staff costs and staff assessments for the proposed seven general temporary assistance positions. The reduced requirements are attributable primarily to: (a) the proposed redeployment of 15 positions to OICT linked to the restructuring of the Human Resources Information Systems Section (see para. 536 below); and (b) the application of higher vacancy factors; offset in part by (c) the estimation of higher common staff costs; (d) the update of the standard salary costs; and (e) the proposed establishment of two positions.

	Cost estimates	*Variance*	
Consultants	$341.5	$185.0	118.2%

477. An amount of $6,500 is proposed for the engagement of a consultant for one person-month with technical expertise in the area of mental health to continue the work on converting the existing mission readiness and wellness training programme to a web-based online learning course.

478. An amount of $150,000 is proposed for the engagement of a business analyst consultant for 12 person-months to assess, update and develop business requirements on talent management, with a view to enhancing Inspira modules for peacekeeping missions, particularly following the implementation of the new staffing and managed mobility systems.

479. An amount of $161,000 is proposed for four part-time business analysts for 15 person-months with expertise in the area of human resources data analysis consolidating the data and information in one platform to continue assisting the ongoing content and feature enrichment of the human resources portal, including HR Insight, where all relevant human resources information is consolidated, maintained and published through global websites for all staff in the Secretariat, including staff in peacekeeping and special political missions. The activity was under the information technology contractual service in the 2015/16 period.

480. An amount of $24,000 is proposed for the engagement of a consultant for eight person-months with technical expertise in the psychometric concepts to develop multipole choice items and constructed response items to increase the validity, fairness and efficiency of selection testing and to ensure that the tests are built in the most user-friendly way on an Internet-based testing platform.

481. The increased requirements are attributable mainly to the additional requirement for the proposed activities for a human resources data analysis and a user-friendly Internet-based testing platform.

	Cost estimates	*Variance*	
Official travel	$133.8	($8.0)	(5.6%)

482. An amount of $39,700 is proposed to undertake the following mission planning/assessment/consultation activities: conduct assessment of a regional medical facility linked to peacekeeping missions ($8,600); and visits of Legal Officers to Entebbe and Nairobi in relation to disciplinary cases consultation and assistance with the

representation of the Administration before the United Nations Dispute Tribunal ($31,100).

483. An amount of $44,700 is proposed to undertake the following technical support activities: monitor the exercise of delegated authorities for human resources management in two peacekeeping missions ($20,800); conduct outreach activities in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates to apply to peacekeeping missions, and identifying suitable candidates in certain occupational networks ($12,500); and provide user support and training to mission personnel on the use of Inspira ($11,400).

484. The amount of $34,600 is proposed to participate in the following seminars/conferences/workshops: human resources network and ICSC workshops related to conditions of service in the field ($22,600); and one regional meeting of chief medical officers and head nurses to advise on the technical and professional aspects of the functioning of United Nations civilian clinics of peacekeeping missions ($12,000).

485. The amount of $14,800 is proposed to undertake the psychosocial assessment and training in two peacekeeping missions under the mission readiness and resilience programme for mission focal points in peacekeeping missions.

	Cost estimates	*Variance*	
Information technology		($1 226.0)	(100.0%)

486. The Inspira-related information technology activities were shifted to OICT as part of the restructuring (see para. 536 below).

	Cost estimates	*Variance*
Medical	$100.0	$100.0

487. An amount of $100,000 is proposed for medical travel kits and the maintenance of medical equipment.

488. The increased requirements are attributable primarily to the movement of costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$15.6	($125.0)	(88.9%)

489. An amount of $15,600 is proposed to provide training fees for the mission readiness and resilience workshops ($5,000); and training fees for the workshops to improve human resources-related substantive skills ($10,600).

490. The reduced requirements are attributable primarily to the movement of medical costs to medical.

4. Office of Central Support Services

(a) Results-based-budgeting framework

491. The Office comprises the Office of the Assistant Secretary-General, the Business Continuity Management Unit, the Procurement Division and the Facilities and Commercial Services Division.

492. The priorities and challenges anticipated for the 2016/17 period include the provision of global supply chain services supported by a regional presence of the Regional Procurement Office, which completed its pilot phase and is now formally part of the Division in line with General Assembly resolution 69/273. During the 2016/17 period, the Procurement Division will continue to build upon and expand recently launched procurement initiatives, such as updated acquisition methodology in air charter and modern turn-key approach towards fuel arrangements in the field. The Division will also continue to expand the electronic tendering pilot and, contingent upon the successful evaluation of the pilot, mainstream the programme. The functionality allowing vendors to express interest by responding electronically to a request for expression of interest through the Division's website and mobile application will be assessed and expanded in the event that efficiency gains have been proven.

493. The Facilities Management Service in the Facilities and Commercial Services Division will continue to facilitate the work of DPKO, DFS and other staff funded from the support account by providing high-quality and safe working conditions and policy advice on facilities management matters that have specific implications for field missions. In line with its overall responsibility for property management, the Service will support peacekeeping operations with the establishment of property management policies, procedures, training and internal control mechanisms that incorporate their specificities. With the implementation of IPSAS and roll-out of Umoja, the Service, through its Property Management Unit, will provide global support in material data governance and establish a Secretariat-wide compliance monitoring system.

494. The Commercial Activities Service in the Facilities and Commercial Services Division is responsible for the provision of efficient, cost-effective and high-quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping, and pouch and mail services. The priorities and challenges that are anticipated for the 2016/17 period for the Service include the continued management of the enhanced electronic United Nations laissez-passer; continued stabilization of the Umoja travel platform, including the standardization of travel processes, establishment of business intelligence reports for travel and provision of policy and implementation advice on travel-related issues; implementation and monitoring of a new systems contract for freight-forwarding for uniformed personnel; continued improvement in business processes, continued promotion of and assistance to peacekeeping missions in the implementation of the mail and pouch-shipping and tracking system; and the preservation of electronic records. The Service will continue to support Umoja in the global implementation of its business change practices in the affected areas.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**1.1 Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public 2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent**

Outputs

- **Identification of archival records at UNOCI for immediate transfer to Headquarters**
- **1,000 reference responses to the Organization and Member States regarding peacekeeping archives**
- **100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Percentage of supplier record maintenance requests processed within 3 business days (2014/15: 70 per cent; 2015/16: 70 per cent; 2016/17: 70 per cent)**
	3.2 Average time for review of local procurement authority requests less than or equal to 8 days (2014/15: 6.7 days; 2015/16: 8 days; 2016/17: 8 days)
	3.3 Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases is less than or equal to 25 days (2014/15: 20.5 days; 2015/16: 25 days; 2016/17: 25 days)
	3.4 Standard office accommodations are provided for new and existing personnel funded from the support account (staff and contracted personnel) at Headquarters
	3.5 A compliance framework for fixed asset management enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements
	3.6 Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (2014/15: 90 per cent; 2015/16: 90 per cent; 2016/17: 91 per cent)
	3.7 Positive feedback in surveys in users of travel and transportation services (2014/15: 95 per cent; 2015/16: 95 per cent; 2016/17: 95 per cent)

3.8 Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (2014/15: 70 per cent; 2015/16: 70 per cent; 2016/17: 70 per cent)

Outputs

- Issuance of 1,500 purchase orders, 230 systems contracts, including amendments, and 350 regular contracts, including amendments, in support of peacekeeping operations
- Organization of business seminars in 25 locations for developing countries and countries with economies in transition and training of 10 staff from chambers of commerce on procedures for vendor registration
- Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars
- Review of 1,000 and 200 supplier-submitted qualification level requests at Levels 1 and 2, respectively
- 73 new international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, modularization (enabling capacities in the context of the global field support strategy), vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turn-key contracts, rations, general supplies, medical and security equipment and services and ICT requirements
- 220 new international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services
- 22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs to ensure that competition is maximized and participation in the DFS rations contract management conference at GSC
- Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded
- 7 procurement assistance visits
- Technical review and administration support of 286 established high-value and complex systems contracts (30 vehicles contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts, 34 information technology and communications contracts) in support of peacekeeping operations
- 35 staff trained in supply and value chain management, contracting for fuel, food rations, vehicles, sea charter, air charter and other specialized training courses
- 30 staff at Headquarters and field operations enrolled in external professional procurement certification courses, including online courses and webinars
- 100 staff at Headquarters and field operations trained in procurement courses offered at the online Procurement Training Campus

- 200 market surveys, assistance to DFS on commercial negotiations and review of letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions
- Performance of 250 cargo insurance requests in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York
- Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to ICT requirements from missions
- Negotiation of 45 airline agreements to reduce costs to field missions
- Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping missions through the platforms: the Unite Communities online forum, iNeed, telephone and e-mail
- Participation in training workshops organized by DFS to provide guidance on the technical aspects of travel operations such as execution of policies and procedures, calculation of lump-sum entitlements, construction of airfares for complex itineraries and Umoja travel workflows
- Provision and facilitation of 12 video teleconference sessions with the travel units of peacekeeping missions relating to ongoing changes in the travel and shipment industries and Umoja travel processes and issues
- 7,400 travel authorization inspections
- Issuance of 5,300 United Nations travel documents and visas
- Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters
- Arrangement of 200 shipment consignments (registrations) of personal effects
- Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions
- Support the use by MONUSCO and UNIFIL of the Information and Communications Technology Division enterprise applications for electronic records management that is in accordance with United Nations recordkeeping requirements
- Office accommodation and related support services provided in accordance with United Nations standards to all staff and contractors funded from the support account at Headquarters
- The fixed assets framework is established and available to DFS and all field missions
- Roll-out of a training module on fixed assets and certification programme for property managers and fixed asset management officers available to DFS and all field missions

External factors

Vendors will participate in business seminars and apply for registration; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts; contracted couriers will process shipments on a timely basis

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	**1**	–
P-5	4	1	–	–	**5**	1
P-4	19	(1)	–	–	**18**	(1)
P-3	27	–	–	–	**27**	–
P-2/P-1	5	–	–	–	**5**	–
Subtotal	**56**	**–**	**–**	**–**	**56**	**–**
General Service and related						
Principal level	2	–	–	–	**2**	–
Other level	26	(1)	–	–	**25**	(1)
Subtotal	**28**	**(1)**	**–**	**–**	**27**	**(1)**
Total, posts	**84**	**(1)**	**–**	**–**	**83**	**(1)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	**1**	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**3**	**–**	**–**	**–**	**3**	**–**
Total	**87**	**(1)**	**–**	**–**	**86**	**(1)**

(c) Justification of posts

Procurement Division

Headquarters Procurement and Support Service

Abolishment of one post (Team Assistant (GS (OL)))

495. On the basis of the anticipated benefits of Umoja Foundation and Extension 1 at Headquarters resulting in a more efficient and effective delivery of administrative services, it is proposed that one post of Team Assistant (GS (OL)) be abolished in the Headquarters Procurement and Support Service.

Communications and Information Technology Procurement Section

Reclassification of one post (P-4 Procurement Officer to P-5 Section Chief)

496. The approved staffing of the Communications and Information Technology Section comprises eight posts (1 P-4, 4 P-3 and 3 GS (OL)) funded from the support account. For the Organization to efficiently and effectively implement the peacekeeping activities in established missions, one of the key requirements is to establish reliable communications and information technology infrastructure and services in the operation theatre in a timely manner. In the light of the fundamental shift from a distributed legacy ICT environment to a more centralized one, a consolidated framework with Umoja as the single Enterprise Resource Planning solution, there is a requirement for a senior procurement position in order to provide strategic leadership on all aspects of the ICT supply chain.

497. As requested by the General Assembly in its resolution 70/248, by providing strategic leadership in complex and global procurement of ICT assets, the head of the Section has a critical enabling role in reducing the level of fragmentation of the current ICT environment across the Secretariat and at all duty stations and field missions.

498. Finally, the Section has the responsibility to put in place smart contracts to protect and further develop the major investment that Umoja is to the Organization. This will require a strategic vision and leadership necessitating experience at the senior level.

499. Currently, the procurement of communications and information technology assets as well as relevant services for field missions, Headquarters and offices away from Headquarters is managed by a Section headed by a Procurement Officer at the P-4 level in the Field Procurement Service. To leverage the potential of ICT and to ensure that the technology reform agenda is realized, it is critical to strengthen the leadership of the Section by upgrading the leadership to the P-5 level. In this context, it is proposed that one post of Procurement Officer (P-4) be reclassified as a post of Section Chief (P-5). The incumbent would be responsible for: (a) handling an increased and more complex workload relating to an increased number, higher complexity and higher value of contracts; (b) managing the requirements across geographical, organizational and technical boundaries; (c) strategically coordinating technology requirements and leading substantive offices in efforts to consolidate those requirements; (d) enabling increased authority with stakeholders to push for solicitations that will yield savings and efficiencies for the Organization by taking better advantage of economies of scale; and (e) ensuring that effective capacities and capabilities are available at the enterprise level in terms of ICT hardware,

software and consulting services to reduce operational risks for peacekeeping missions.

(d) Justification of general temporary assistance positions

Procurement Division

Peacekeeping Procurement Section

Engineering Support Team

Procurement Officer (1 P-3 position, continuation)

500. The Engineering Support Team is responsible for the procurement of infrastructure-related requirements in support of MINUSMA, MINUSCA and UNSOS. While the three missions continue to establish their presence in the field, in the 2016/17 period they will continue to require extensive support from the Team, especially in the areas of complex construction and maintenance projects such as airfield construction and maintenance, mission headquarters construction and camp construction in MINUSMA; the construction and installation of equipment and procurement activities, including the establishment of bore well drilling and waste management services, in MINUSCA; and the construction of accommodation and offices in the remote areas of Somalia and the construction of a new logistics base in UNSOS. The total value of the contracts handled by the Team is expected to reach $1.4 billion. On the basis of systems contracts, the Team issues approximately 50 purchase orders per year. In addition, the Team handles approximately 30 regular contracts and contract amendments/extensions and around 60 requests for local procurement authority and local procurement cases annually. As part of the requirement to support missions, the Team continues to be involved in the arrangement and participation of bidders' conferences, issuance of clarifications on tenders to vendors, site visits, prototype inspections and contracts negotiations, to ensure that field operations' engineering support requirements continue to be met through commercial contracts according to the highest industry standards.

501. Such an increased workload owing to the expansion of the three missions continues to have a significant impact on the Team, owing to the category of engineering requirements being strategic in nature and for critical commodities, and thus under direct management of the Headquarters.

502. In this context, the continuation of the temporary position of a Procurement Officer (P-3) is proposed, for the establishment and management of high-value complex contracts in support of MINUSMA, MINUSCA and UNSOS. The timely and efficient rebidding, including market research, management and negotiation of new contracts would benefit the Organization by creating effective international competition and obtaining best value for money.

Vendor Registration and Management Team

Procurement Assistant (1 GS (OL) position, continuation)

503. The current staffing establishment of the Vendor Registration and Management Team comprises seven posts (1 P-4, 3 P-3, 1 P-2 and 2 GS (OL)) and one general temporary position funded from the support account.

504. The Team is responsible for the provision of all vendor-related support services as well as managing the United Nations vendor roster, undertaking vendor due diligence, carrying out administrative functions of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area and enable the Division to meet its principle of having effective international competition. The Team also provides oversight over the cleansing activities of all vendor records in support of Umoja. In addition, the Team provides continuing support on post-Umoja implementation in terms of vendor-related policy as well as operational issues.

505. With the centralization of vendor records into a single global vendor database, the Team continues to experience surging activity related to vendor registration. In that regard, the incumbent is responsible for: (a) providing vendor registration support for procurement officers in Headquarters processing procurement actions in support of peacekeeping missions; (b) responding to an increasing number of queries on supplier registration from procurement officers in peacekeeping missions and vendors supplying the peacekeeping missions; and (c) reviewing an increasing number of vendor registration applications/evaluations as a result of the centralization of all peacekeeping mission vendor databases. Therefore, it is vital that this position be allowed to continue in order to meet the operational requirement.

506. In this context, it is proposed that the general temporary assistance position of Procurement Assistant (GS (OL)) be continued. The assistant would provide vendor registration support to Procurement Officers, administer the supplier register inbox, review vendor applications and support other administrative tasks related to vendors.

Facilities and Commercial Services Division

Archives and Records Management Section

Associate Information Management Officer (1 P-2 position, continuation)

507. The current staffing establishment of the Archives and Records Management Section comprises two posts (1 P-4, 1 P-2) and one general temporary assistance position of Associate Information Management Officer (P-2), funded from the support account.

508. The field work of the Section and industry standards suggest that only 10-15 per cent of content on shared drives are records; and the remaining 85-90 per cent are transitory records, reference material, duplicates and drafts that can be disposed immediately. Processes that will enable consistent and compliant appraisal of large-scale data sets will have a range of benefits, both quantitative and qualitative.

509. As an example, in MINUSTAH, approximately 1,000 staff created 1 terabyte of substantive data over a five-year period. It is estimated that 900 gigabytes of non-record data can be deleted before or at the end of the mandate. Currently, the data are being maintained in Valencia and Brindisi at a cost of approximately $10,000 per terabyte. The cost of staff not finding the right information or authoritative information to make an informed decision, because information and records are hidden in various information systems or not accessible, cannot easily be quantified, but it is widely recognized in the industry that staff spend on average two and half hours each day searching for information to conduct their work. By identifying, managing and preserving information of value and deleting obsolete

information and records in a systematic way, staff will have faster access to quality information and data in support of decision-making.

510. Under the guidance of the Chief of the Section and the Information Management Officer (P-4), and in coordination with DPKO/DFS, the Associate Information Management Officer (P-2) would conduct an appraisal of data sets and identify records of value that should be managed and preserved and sensitive data that should be better protected. The triage will facilitate the migration to COSMOS, as appropriate. The incumbent would also assist the Information Management Officer (P-4) with the development of policy and processes for custodial arrangements of digital records, as well as their access on DFS servers. In addition, the incumbent would assist in the management and curation of peacekeeping digital records so that they can be made accessible to Member States and the public on the United Nations Archives Portal, in accordance with United Nations access rules. In the light of the above, it is proposed that the general temporary position of Associate Information Management Officer (P-2) be continued.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	12 253.8	12 566.7	12 810.2	243.5	1.9
II. Non-post resources					
General temporary assistance	449.8	374.3	371.0	(3.3)	(0.9)
Consultants	290.1	235.0	237.5	2.5	1.1
Official travel	527.8	544.6	544.6	–	–
Facilities and infrastructure	191.4	21 764.4	21 764.7	0.3	0.0
Information technology	70.6	73.4	433.9	360.5	491.1
Other supplies, services and equipment	673.9	708.3	351.0	(357.3)	(50.4)
Subtotal, II	**2 203.6**	**23 700.0**	**23 702.7**	**2.7**	**0.0**
Total	**14 457.4**	**36 266.7**	**36 512.9**	**246.2**	**0.7**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$12 810.2	$243.5	1.9%

511. The provision would cover the salaries, common staff costs and staff assessments for the 83 posts. The increased requirements are attributable primarily to: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed reclassification of a post; offset in part by (e) the proposed abolishment of a post.

	Cost estimates	Variance	
General temporary assistance	$371.0	($3.3)	(0.9%)

512. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions. The reduced requirements are attributable primarily to: (a) the application of higher vacancy factors; offset in part by (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	Variance	
Consultants	$237.5	$2.5	1.1%

513. An amount of $150,000 is proposed for the engagement of two consultants to conduct information security screening, catalogue paper and original digital peacekeeping archives and digitize paper archives.

514. An amount of $60,000 is proposed for the engagement of a consultant for four months to provide specialized archival advice on development capacity for ingestion and preservation of digital archives of peacekeeping operations.

515. An amount of $12,500 is proposed for the engagement of a consultant to conduct trainings for the Procurement Division in the areas of business seminars, financial evaluation and engagement with vendors. The specialized training will enable staff members to successfully conduct business seminars and help to increase procurement opportunities for vendors from developing countries and countries with economies in transition.

516. An amount of $15,000 is proposed for the engagement of a consultant from the International Air Transport Association to conduct a training session for staff members of the Procurement Division on the technical requirements and cost implications of the air charterer procurement and the standard industry practice and terminology of air charter business. The training would provide procurement staff members with sufficient knowledge to better understand the specific requirements of the air charter service industry to effectively and efficiently execute the procurement activities in relation to air charters and aviation services.

	Cost estimates	Variance	
Official travel	$544.6	–	–

517. An amount of $137,500 is proposed for travel to conduct reviews of procurement activities in field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvement in the procurement function; and two on-site mission visits to implement record management programmes in compliance with United Nations record-keeping requirements ($17,000).

518. An amount of $160,900 is proposed for travel to undertake 22 on-site bidders' conferences for complex information technology infrastructure, transportation management and global staffing contracts in peacekeeping missions to provide first-hand knowledge of local infrastructures and missions' complex logistical requirements, which is a requirement for vendors to submit proposals; establish high-value systems contracts for air charters and air cargo, which entails technical

inspections of vendors' prototypes and/or production lines followed by contract negotiations ($125,800); and attend business seminars, trade fairs and conferences ($35,100).

519. An amount of $180,600 is proposed for travel to conduct business seminars in 25 locations and peacekeeping operations in order to review the capacity of vendors in the areas and disseminate information on procurement opportunities; the proposed visits would also allow the Procurement Division to conduct preliminary assessment to potential locations for consultation with host country organizations such as chambers of commerce.

520. An amount of $65,600 is proposed for travel to undertake the following training activities: participate in the training sessions in the areas of supply chain management, information technology service and product procurement, digital records management, aviation contract management and to provide training to peacekeeping personnel on the fixed assets framework implementation in the field missions.

	Cost estimates	*Variance*	
Facilities and infrastructure	$21 764.7	$0.3	0.0%

521. An amount of $21,764,700 is proposed to provide for the standard rental of premises and for alterations, improvements and furniture centrally administered by the Department of Management on behalf of DPKO ($7,663,600); DFS ($6,988,000); the Department of Management ($5,346,300); OIOS ($508,800); the Executive Office of the Secretary-General ($79,500); the Ethics Office ($47,700); the Office of Legal Affairs ($343,800); the Department of Public Information ($63,600); DSS ($490,900); the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($31,800); and OHCHR ($200,700).

	Cost estimates	*Variance*	
Information technology	$433.9	$360.5	49.1%

522. An amount of $433,900 is proposed for the various non-standard information technology software acquisition of the Procurement Division ($45,400); the acquisition of hardware and software to support the development of the peacekeeping digital archives ($30,000); vendor screening services and subscription to Dun and Bradstreet vendor credit reports ($202,000); maintenance of the United Nations Global Marketplace ($100,000); and subscription to an international publications search engine and Internet-based news services related to global providers of energy and the chemical industry ($56,500).

523. The increased requirements are attributable primarily to the movement of web-based services from other services, supplies and equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$351.0	($357.3)	(50.4%)

524. An amount of $351,000 is proposed to provide for the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters ($150,000); storage supplies and

specialized equipment related to archiving ($30,000); and training fees to attend various specialized technical certification programmes in the Procurement Division ($171,000).

525. The reduced requirements are attributable primarily to the movement of web-based services to information technology.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

526. The Office is responsible for the development and implementation of the ICT strategy, which was outlined in the report of the Secretary-General on information and communications technology in the United Nations (A/69/517).

527. The ICT strategy, as approved by the General Assembly in its resolution 69/262, is based on a thorough analysis of the business environment. The transformational initiatives outlined in the ICT strategy are aligned with the priorities of the Organization, including ongoing support to Umoja, Inspira and other enterprise applications. In addition OICT also develops and supports specific applications for DPKO field missions, namely: (a) the electronic fuel management system; (b) the electronic rations management system; (c) the electronic contingent-owned equipment system; and (d) the policy and practice database for peacekeeping missions.

528. The ICT strategy is based on a phased approach and presents a road map and implementation plan with a timeline for implementation of the initiatives and priorities over the period of five years (2015-2019). Following the endorsement of the ICT strategy by the General Assembly in its resolution 69/262, structural changes and the reorganization of OICT were approved in the programme budget for the biennium 2016-2017. In the process of implementing the reorganization and structural enhancements, the functional areas of the OICT are being aligned with priorities identified in the ICT strategy.

529. As approved by the General Assembly in its resolutions 70/247 and 70/248, under the programme budget for 2016-2017, the Office has been restructured, and the realignment of the approved resources under the support account to the new approved structure is proposed in section (c) below.

530. During the 2016/17 period, OICT will continue to work closely with DFS and focus on the strategic initiatives set out in the addendum to the report of the Secretary-General on investing in ICT (A/62/793/Add.1), including ICT architecture and standard-setting efforts; the planning and implementation of major infrastructure improvements for the field; the development, implementation and support of Organization-wide and major shared applications; centralized information technology project management support activities; the coordination of disaster recovery and business continuity planning for the field; the review of ICT resource requirements against strategy and priorities; and the strategic oversight of functions related to ICT at GSC, including the review and approval of strategic direction, technical architecture and design, and infrastructure improvements.

531. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of the United Nations field missions, including the strengthening of information and systems security, ensuring

the highest level of accessibility for enterprise systems and the maintenance of the secondary data centre and satellite Earth station located at Headquarters. The Office will continue the implementation of the aforementioned four applications in peacekeeping operations. Furthermore, the Office will continue to implement the contact database for the United Nations Operations Control Centre at Headquarters.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations (2014/15: 99.9 per cent; 2015/16: 99 per cent; 2016/17: 99 per cent)

Outputs

- Implementation and support of the electronic fuel and rations management solutions in 2 additional peacekeeping operations
- Provision of support for the enterprise identity management application to users at Headquarters and in the field
- Provision of support for the contact database application to users at Headquarters and in the field
- Implementation of the second major release of the customer relationship management application for troop contribution management in 4 peacekeeping operations adding the mobile component to eliminate paper-based inspection in the field
- Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all field operations (Inspira support centre)
- Annual help desk support and training associated with human resources queries from field operations

External factors

Issuance of visas, security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved information technology solutions in the field

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	–	–	–	–	**–**	–
P-4	3	1	–	–	**4**	1
P-3	4	1	–	–	**5**	1
P-2/P-1	3	–	–	–	**3**	–
Subtotal	**10**	**2**	**–**	**–**	**12**	**2**
General Service and related						
Principal level	3	–	–	–	**3**	–
Other level	1	2	–	–	**3**	2
Subtotal	**4**	**2**	**–**	**–**	**6**	**2**
Total, posts	**14**	**4**	**–**	**–**	**18**	**4**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	–	–	–	–	**–**	–
P-4	1	1	–	–	**2**	1
P-3	2	3	–	–	**5**	3
P-2/P-1	–	1	–	–	**1**	1
Subtotal	**3**	**5**	**–**	**–**	**8**	**5**
General Service and related						
Principal level	–	1	–	–	**1**	1
Other level	–	9	–	–	**9**	9
Subtotal	**–**	**10**	**–**	**–**	**10**	**10**
Total, general temporary assistance positions	**3**	**15**	**–**	**–**	**18**	**15**
Total posts and positions	**17**	**19**	**–**	**–**	**36**	**19**

(c) Justification of posts and general temporary assistance positions

Restructuring of the Office of Information and Communications Technology

532. The new ICT strategy envisages enhancements to the organizational structure of OICT and the integration of ICT functions within the Secretariat during the 2016/17 peacekeeping year.

533. Pursuant to General Assembly resolution 66/246 and section II of resolution 69/262, and to address the concerns highlighted in the report of the Board of Auditors (A/67/651), the Department of Management has launched an initiative to consolidate the ICT functions and resources within the Department. This initiative addresses the high degree of fragmentation and duplication.

534. The initiative will focus on consolidating parts of the technology units that are within the Department of Management, namely, within OHRM, the Broadcasting and Conference Support Section and the Financial Information Operations Service. As part of this effort, it is proposed that posts funded from the support account, contractual personnel as well as non-post resources linked to the initiative be integrated within OICT and centralized under the responsibility of OICT in the phased approach.

535. Based on the structure of the Office approved in General Assembly resolutions 70/247 and 70/248 for the programme budget for 2016-2017, support account resources will be aligned to the new structure of the Office and the functions under the existing post resources are provided below. In order to show the totality of the resources under the support account under each organizational unit and the linkage of functions to each unit, the proposals to continue general temporary assistance positions are provided together in this section. The breakdown of posts and general temporary assistance positions funded from the support account under new approved structure after the proposed reorganization, would be as follows:

Approved 2015/16		*Professional and higher*							*General Service and related*			
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/P-1*	***Subtotal***	*GS (PL)*	*GS (OL)*	***Subtotal***	***Total***
Office of the Chief Information Technology Officer	Front office	–	–	–	–	–	–	–	–	–	–	–
	Global Operations Division	–	–	–	–	1	1	**2**	3	1	**4**	**6**
	Global Service Division	–	–	–	1	1	2	**4**	–	–	–	**4**
	Enterprise Applications Centre — New York	–	–	–	3	3	–	**6**	–	2	**2**	**8**
	Enterprise Applications Centre — Bangkok	–	–	–	1	4	1	**6**	1	8	**9**	**15**
	Enterprise Applications Centre — Bangkok in New York	–	–	–	1	1	–	**2**	–	1	**1**	**3**
	Enterprise Programme Management Section	–	–	–	–	–	–	–	–	–	–	–
	Operations Coordination Section	–	–	–	–	–	–	–	–	–	–	–
Total[a]		**–**	**–**	**–**	**6**	**10**	**4**	**20**	**4**	**12**	**16**	**36**

[a] Including 18 general temporary assistance positions (2 P-4, 5 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)) funded from the support account.

Integration of the Human Resources Information Systems Section, OHRM into the Office of Information and Communications Technology

536. The approved staffing establishment of the Human Resources Information Systems Section currently comprises three posts (1 P-4, 1 P-3, and 1 GS (OL)) and 16 general temporary assistance positions (2 P-4, 3 P-3, 1 P-2, 1 GS (PL) and

9 GS (OL)) funded from the support account. During the 2016/17 period, it is proposed that the Section be integrated into OICT in New York and Bangkok and all posts and positions, with the exception of one general temporary assistance position (1 P-4 Project Manager), as provided in paragraphs 454 and 471 above, redeployed, as described in the paragraphs below.

Global Operations Division

537. The Global Operations Division is mandated by the ICT strategy to provide around-the-clock monitoring, support and critical response coordination for the global network, including Umoja connectivity to all secretariat entities, security, and asset health and disaster management. DFS and peacekeeping missions are contributing to the design of the system by assisting in defining which events and incidents are of local significance and which are of enterprise significance. The approved staffing of the Global Operations Division comprises five posts (1 P-3, 1 P-2 and 3 GS (PL)) and supports the global multiprotocol label switching network and the satellite Earth station located at Headquarters. They also facilitate the connectivity for the field missions and coordinate with DFS on the VSAT connectivity.

538. The Information Systems Officer (P-3) is responsible for the management of the global network implementation that connects peacekeeping missions, the global service centres, United Nations offices and regions and United Nations Headquarters. The global multiprotocol label switching network was implemented to support the global implementation of Umoja and enterprise applications used by peacekeeping missions such as fuel management, contingent-owned equipment and rations management. The Information Systems Officer is also responsible for the configuration and dispatch of the Cisco devices for the global service centres and peacekeeping missions and related to the global network.

539. The Associate Information Systems Officer (P-2) is responsible for the day-to-day management of the secure data transfer (code cables) between United Nations Headquarters and other substantive departments and peacekeeping missions. The Information Systems Officer also acts as liaison between DFS and OICT on the matters related to secure communications. The Information Systems Officer is also responsible for the coordination of purchasing, configuration and distribution of the secure communications devices in the peacekeeping missions and coordination of the issuance of clearances for the peacekeeping missions as well as operational support of the secure data transfer network.

540. The Network Technicians (3 GS (PL)) are responsible for the day-to-day operation of the VSAT network used to connect peacekeeping missions to Headquarters in New York. Furthermore, network technicians assist the Information Systems Officer in managing global network connectivity between peacekeeping missions and Headquarters. The network technicians are also responsible for implementation, update and monitoring of the Cisco products that deliver next-generation management by supporting an intuitive workflow-oriented user experience and integrated life cycle operations across Cisco architectures, technologies, and networks with a special emphasis on peacekeeping operations.

Redeployment of one post of Help Desk Assistant (GS (OL)) from the Financial Information Operations Service to the Global Operations Division of OICT

541. It is proposed that one post of Help Desk Assistant (GS (OL)) with responsibilities of the help desk support be redeployed from the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts and integrated into the Global Operations Division of OICT.

542. Owing to the implementation of Umoja in the field as well as secure communications network implementation, there has been a significant increase in the number of issues being addressed by the help desk at Headquarters. This position is required in order to avoid substantial delays in the processing of requests from peacekeeping missions for service related to Umoja connectivity and secure communications devices. The Help Desk Assistant responds to requests related to issues with the secure communications network, issues with telephone lines for peacekeeping missions as well as billing-related queries.

Global Services Division

543. The Global Services Division is responsible for overseeing the strategic area and leading business transformation. The Division will also be responsible for ensuring that information security is effective in peacekeeping missions and that information security measures implemented in the GSC/enterprise data centres are effective and in compliance with United Nations standards. The present staffing of the Global Services Division includes four established posts (1 P-4, 1 P-3 and 2 P-2) funded from the support account.

544. The Information Systems Officer (P-4) is responsible for backstopping peacekeeping operations in the implementation of analytics and business intelligence programmes designed to provide management with synthesized, meaningful and incisive information to strengthen decision-making. The Officer supports data governance efforts and the establishment of an information data asset registry; gather analytics and business intelligence requirements; and develop analytics and business intelligence solutions.

545. The Information Systems Officer (P-3) is engaged in the development of ICT innovative and collaborative solutions. The Officer develops data repositories and analytics tools that provide operational insights at the level of peacekeeping missions as well as strategic decision-making insights across field missions. The Officer develops systems to facilitate data exchange between DPKO and other departments and provides backstopping to peacekeeping operations in the areas of geographic information systems and data governance.

546. The Information Systems Officer (P-2) is responsible for the development and maintenance of a comprehensive body of Secretariat-wide applicable ICT policies and procedures. An agreed upon body of ICT policies and procedures is an important component towards achieving coherence and security in the management of the ICT environment across the Secretariat, including peacekeeping.

547. Another Information Systems Officer (P-2) is responsible for the development of ICT innovative solutions that support the core work of the United Nations, in particular in the areas of peace and security, human rights, international law and development. The Officer provides backstopping to peacekeeping missions in the development of information technology tools tailored for use in field missions, such

as geographic information systems applications and mobile applications. The Officer is responsible for development of tools tailored to field missions to access enterprise knowledge and applications.

Enterprise Applications Centre — New York

548. Core activities of the Enterprise Applications Centre in New York include project management, business analysis, data integration and production support for human resources information systems, including Inspira, the talent management system. This includes all aspects of project delivery, including project management, product support, reporting in the areas of recruitment, learning management, performance management, and mobility for peacekeeping missions. The Centre is also supporting field staff by maintaining the Nova system for workforce management and programmatic reporting, as well as the Policies and Practice Database.

549. The present staffing of the Enterprise Applications Centre in New York includes two posts (1 P-4 and 1 P-3). It is proposed that three posts (1 P-4, 1 P-3 and 1 GS (OL)) and three general temporary positions (1 P-4, 1 P-3 and 1 GS (OL)) from the Human Resources Information Systems Section be integrated into the Centre, with the responsibilities of developing and improving information systems to support the implementation of United Nations human resources reforms, in particular, in peacekeeping missions.

Inspira Talent Management

Project Manager (Inspira Talent Management) (1 P-4) (Redeployment from the Human Resources Information Systems Section)

550. The Project Manager (Inspira Talent Management) (P-4) is responsible for the day-to-day management of the project tasks of Inspira, including the system roll-out and the coordination of production support. This role continues to focus on the staffing support, with particular emphasis on field-specific enhancements, implementation and support of the offer management, consulting management and other modules. The Project Manager develops project plans for assigned Inspira projects, in liaison with the Inspira Programme Coordinator, including the definition of project tasks, resource requirements, goals and deliverables; tracks and monitors project progress against the plan, requirements, quality measures and standard processes; reports on project status, including project progress, problems and solutions, to all stakeholders; manages project resources and provides leadership and direction to their assigned project team(s). The Project Manager manages all aspects of the assigned project(s), including requirements definition, development, user acceptance testing, training and deployment; conducts administrative functions as required, including writing job descriptions and general resource management. The Project Manager would be responsible for additional project(s) and the subsequent roll-out globally of assigned Inspira projects.

Umoja Integration

Project Manager (Umoja Integration) (1 P-4 position, continuation) (Redeployment from the Human Resources Information Systems Section)

551. The Project Manager (Umoja Integration) (P-4 general temporary assistance position) is responsible for performing business process analysis and definition in support of peacekeeping operations and coordinating the design and implementation of modifications to Umoja and Inspira to address the business processes currently in place in field operations. The Project Manager also addresses the impact of human resources reform initiatives such as mobility and the impact on these systems. The Project Manager is responsible for performing analysis and documentation of the Organization's business needs in Umoja, and ensuring tight and seamless integration with legacy systems of record, such as Inspira, for data extraction to and from the associated systems supporting the field; designing integration modifications between the Umoja and Inspira systems for data exchange and report generation; ensuring data quality and integrity in the data; ensuring the implementation of data security rules and models; and ensuring that all aspects of data integration are implemented in line with industry best practices and Secretariat standards.

Nova/Policy and Practice Database/Collaboration

552. The Project Manager (Nova/Policy and Practice Database/Collaboration) (P-4) is responsible for the day-to-day management of the project tasks and production support of the Nova system used for workforce management and programmatic reporting for DPKO, as well as maintenance and support of the Policy and Practice Database, and increasing the collaboration tools used throughout the field. This role continues to focus on the system support, with particular emphasis on field-specific enhancements, implementation, and support related to workforce management and programmatic reporting, including the development of requirements for integration with Umoja and Inspira. The Project Manager manages all aspects of the assigned project(s), including requirements definition, development, user acceptance testing, training and deployment; conducts administrative functions as required, including writing job descriptions and general resource management.

553. The Technical Support Analyst (P-3) is responsible for supporting the Nova infrastructure, including addressing problem reports received from DPKO and coordinating the implementation of corrections to problem reports. The incumbent coordinates all technical requirements within OICT in support of the Nova platform, including firewall changes, Domain Name Service changes, as well as training requirements for field staff. The analyst also documents business process and functional requirements for change requests, defines test plans and leads in the preparation of test scripts and training materials, with particular emphasis on field staff.

Business analysis

Two Business Analysts (1 P-3 post and 1 P-3 position (proposed for continuation)) (Redeployment from the Human Resources Information Systems Section)

554. Following the delivery of the Inspira position, offer, and consultant management modules to the field, the role of the two Business Analysts (1 P-3 post and 1 P-3 general temporary assistance position) includes additional significant

work to allow the system to become focused on field-specific needs, all of significant benefit in facilitating an efficient field recruitment process. The Business Analysts document business processes and functional requirements for new modules and change requests for existing modules. The incumbent of the position also defines test plans and leads in the preparation of test scripts and training materials, with particular emphasis on field staff, including overseeing the preparation and coordination of user acceptance testing. This ensures smooth transition activities to production for new systems and enhancements and coordination of post-production support activities after roll-out. In this context, it is proposed that the general temporary assistance position of Business Analyst (P-3) be continued.

Umoja/IMIS Help Desk

Two Umoja/IMIS Help Desk Assistants (1 GS (OL) post and 1 GS (OL) position (proposed for continuation)) (Redeployment from the Human Resources Information Systems Section)

555. Owing to the implementation of Umoja in the field, there has been a significant increase in the number of issues being addressed by the Help Desk Assistants (1 GS (OL) post and 1 GS (OL) general temporary assistance position) in support of human resources functionality in Umoja and IMIS with respect to the processing of retroactive personnel actions. These positions are required to avoid substantial delays in the processing of staff members' records and payroll. The Help Desk Assistants respond to requests relating to requests for index numbers, adjustments/corrections, and other Umoja requests. Many of the requests are related to the field movements of staff. In addition, the Help Desk Assistants provide support with Umoja in respect of data monitoring and the testing of corrections and enhancements to the Umoja platform. In this context, it is proposed that the general temporary assistance position of Help Desk Assistant (1 GS (OL)) be continued.

Enterprise Applications Centre — Bangkok

556. During the 2016/17 period, the Enterprise Application Centre in Bangkok will continue to implement solutions in peacekeeping operations in the areas of troop contribution management, identity management, fuel management, rations management and crisis management. The Centre is also responsible for the development, deployment, operation, maintenance and support of applications for peacekeeping operations in the area of human resources management.

557. Part of the Enterprise Applications Centre in Bangkok is based in New York and is managed directly by the Centre in Bangkok separately from the Centre in New York. The approved staffing of the Enterprise Applications Centre in Bangkok comprises three posts (1 P-4, 1 P-3 and 1 GS (OL)) and three general temporary assistance positions (1 P-4 and 2 P-3) funded from the support account, all based in New York. It is proposed that one post (1 P-3) and two general temporary assistance positions (1 P-4 and 1 P-3) be redeployed from New York to Bangkok as part of the restructuring. It is also proposed that 12 general temporary assistance positions (2 P-3, 1 P-2, 1 GS (PL) and 8 GS (OL)) in the Human Resources Information Systems Section be integrated into the Enterprise Applications Centre in Bangkok.

Customer relationship management solution for troop contribution management — contingent-owned equipment application

Continuation of one general temporary assistance position of Information Systems Officer (1 P-3 position, continuation) in the Enterprise Applications Centre in Bangkok based in New York

558. The customer relationship management solution for troop contribution management has automated data import of memorandum of understanding and inspection processes for contingent-owned equipment in peacekeeping operations. The system has proven to improve information flow between administrators and the field, quick access to inspection data and faster reimbursement to troop-contributing countries. Future plans include the integration with the payment module and a mobile component for field inspection, which will further reduce the manual tasks that the inspectors currently perform. The first release of the customer relationship management solution for troop contribution management was implemented in 2010/11 and since then it has been successfully deployed to 13 peacekeeping missions. The successful implementation requires two critical prerequisites; the availability of staff in the peacekeeping operation and stabilized business processes. Considering those prerequisites, OICT will complete the implementation at MINUSCA by June 2016, as scheduled.

559. In addition, the mobile component of the customer relationship management solution for troop contribution management is scheduled to commence the pilot phase during the support account budget cycle in 2015/16; its implementation in peacekeeping operations will begin in the 2016/17 cycle.

560. Given the continued need in the 2016/17 period to ensure the planning and coordination of the works of seven contractors for application support to 15 field operations on two shifts of eight hours each, and of two contractors for the implementation of the mobile release, including bug fixing, functional and integration testing, training and deployment, it is proposed that the general temporary assistance position of Information Systems Officer (P-3) be continued in Enterprise Applications Centre in Bangkok based in New York, as the only staff member of the whole project team.

Electronic fuel management system

Redeployment from New York and continuation of one general temporary assistance position of Information Systems Officer (1 P-3 position, continuation) in the Enterprise Applications Centre in Bangkok based in Bangkok

561. The electronic fuel management system is aimed at ensuring the full transparency of the fuel supply chain, monitoring consumption and helping to detect misappropriation. The pilot implementation was completed in 2011/12, and the second release was delivered in six peacekeeping missions and achieved an even higher level of automation, further reducing manual data entry efforts and practically eliminating errors in data input. Considering the operational constraints in the field, in 2016/17 OICT expects to maintain the target of implementation in two peacekeeping missions per cycle.

562. As with all system implementation processes, the scheduling of the implementation of the fuel management application is subject to the operational requirements of the missions. Thus, each deployment constitutes a specific project,

which includes activities such as analysis of business processes; re-engineering of existing processes; data mapping; configuring mission equipment data; testing, training, and support for mission users.

563. The Project Manager (P-4) based in New York leads the team, interacts with stakeholders, plans and coordinates contractors' work on application support for Headquarters/DFS and nine peacekeeping operations (four contractors on two shifts) and on system analysis and implementation at additional peacekeeping operations (two contractors).

564. It is proposed that one general temporary assistance position of Information Systems Officer (P-3) be redeployed to the Enterprise Applications Centre in Bangkok based in Bangkok and the position be continued to serve as the focal point for all the peacekeeping operations in all functional aspects of the system, including the development of the system interfaces with local applications at each mission.

Electronic rations management system

Redeployment from New York and continuation of one general temporary assistance position of Project Manager (P-4, continuation) in the Enterprise Applications Centre in Bangkok based in Bangkok

565. The electronic rations management system project is aimed at ensuring the full transparency of the food supply chain, monitoring consumption and preventing waste and misappropriation. After two failed attempts to acquire a commercial solution for rations and food management, OICT developed an internal solution. DFS undertook a complete revision of field requirements and these were finalized during the 2012/13 period. During the same period, a prototype was presented, followed by development work in 2013/14. The electronic rations management system entered the pilot phase in 2014/15. Lessons learned and critical changes are being implemented during the 2015/16 period and roll-out will begin with two peacekeeping operations in 2016/17.

566. Accordingly, it is proposed that one general temporary assistance position of Project Manager (P-4) be redeployed to the Enterprise Applications Centre in Bangkok based in Bangkok and the position be continued to lead the project, interact with the peacekeeping operations and DFS and coordinate the tasks of the contractual personnel. The Project Manager (P-4) leads the team, interfaces with the field missions and with the business owner, the Logistics Support Division of DFS, and coordinates the work of three contractors on business analysis, system changes, operations, monitoring and implementation in peacekeeping operations, and of two contractors on application support to four peacekeeping operations.

Enterprise identity management system

Redeployment of one Project Manager (P-3) from New York to the Enterprise Application Centre in Bangkok based in Bangkok

567. The Project Manager (P-3) leads the team and is responsible for planning and coordination of the work of two contractors on application support to 15 peacekeeping operations, and of one contractor on business re-engineering in order to integrate the enterprise identity management system with existing and future systems in peacekeeping operations, and thereby maximize the benefits of the

system. It is proposed that the post be redeployed to the Enterprise Application Centre in Bangkok based in Bangkok as part of the restructuring.

Contacts database for the United Nations Operations and Crisis Centre

568. The Project Assistant (GS (OL)) in the Enterprise Applications Centre in Bangkok based in New York is the focal point for the United Nations Operations and Crisis Centre and works, together with three contractors, to support the operations officers of the Centre in three shifts round the clock.

Human Resources Solutions Section — Bangkok

569. The Human Resources Solutions Section is responsible for all enhancements, upgrades, support and maintenance for the enterprise platform for human resources. Each year, the functionality and technology related to the application need to be updated and enhanced in order to ensure the provision of optimized support to enable the Organization to meet its human resources mandates.

570. The approved staffing establishment of the Inspira Support Centre in Bangkok, now renamed "Human Resources Solutions Section" and reporting to the Enterprise Applications Centre in Bangkok, comprises 12 general temporary assistance positions (2 P-3, 1 P-2, 1 GS (PL), and 8 GS (OL)) funded from the support account. The positions were initially approved in July 2009.

571. The Human Resources Solutions Section has served to optimize the use and functions of all the talent management programme modules available from the software, as well as the performance management and learning management components, to ensure the overall success of the programme. The scope and activities of the Section have increased significantly since the first phase of implementation, as all technical functions have been performed from Bangkok and no longer from Headquarters. During 2016/17, the Section will continue to support the talent management system, which would include correcting defects; reflecting enhancements to policy changes; providing support to end users; monitoring integration; and implementing back-end data fixes and general technical updates.

572. The number of end users in 2015/16 is estimated at more than 41,000 United Nations personnel, of whom over 24,000 will be from field missions, and close to 1.5 million will be external users. Inspira is currently experiencing heavy traffic, with more than 100,000 users logging in each month.

573. The functions of the 12 general temporary assistance positions include supporting, on a daily basis, the implementation and maintenance of Inspira in the field and, in particular, its 10 core modules, which require regular support and enhancement. In this context, it is proposed that the 12 general temporary assistance positions be continued, as described in the paragraphs below.

Inspira Support — Bangkok

Redeployment and continuation of seven general temporary assistance positions from the Human Resources Information Systems Section

- *Development Officer (1 P-3 position, continuation)*
- *Development and Production Support Analyst (1 P-3 position, continuation)*
- *Associate Application Support Officer (1 P-2 position, continuation)*
- *Database Administrator (1 GS (OL) position, continuation)*
- *Administrative Assistant (1 GS (OL) position, continuation)*
- *Customer Support Representatives (2 GS (OL) positions, continuation)*

574. The Development Officer (P-3) would maintain and troubleshoot the Inspira application in production, which includes resolving tier 2 problems, escalating third-level technical calls to the external parties as defined by the service level agreement, monitoring and reporting on system usage and capacity, measuring and reporting on the system's availability and performing security and system administration.

575. The Development and Production Support Analyst (P-3) is to manage the daily operations of Inspira, which includes managing the careers portal and the recruitment, performance management and learning management systems. Responsibilities also include managing data integration with other systems, performance optimization and system outages.

576. The Associate Application Support Officer (P-2) would provide application support for Inspira, including root cause analysis, defect resolution, application configuration, technical system administration, application upgrades and patching, running process and scheduling reports.

577. The Database Administrator (GS (OL)) would ensure the availability, backup and recovery of data, resolve database issues, create tables and indexes, apply patches, ensure database security and troubleshoot database performance issues.

578. The Administrative Assistant (GS (OL)) would help the Chief of the Enterprise Applications and Asia-Pacific Technology Hub in administrative tasks, providing support in the areas of human resources, budget and finance, ensuring consistency in the application of the Secretariat's rules and procedures, dealing with office facilities issues and with the ICT services.

579. The Customer Support Representatives (2 GS (OL)) would provide third-level support to Inspira users from the field.

Unite Service Desk — Bangkok

Redeployment and continuation of five general temporary assistance positions from the Human Resources Information Systems Section

- *Customer Support Lead (1 GS (PL) position, continuation)*
- *Customer Support Representatives (4 GS (OL) positions, continuation)*

580. The Customer Support Lead (1 GS (PL)) reviews service calls before escalating to the second level of support; prepares response templates; carries out

quarterly reviews; prepares operational reports and provides ongoing training to Customer Support Representatives.

581. The Customer Support Representatives (4 GS (OL)) are the first-level help desk support for Inspira. The help desk staff is responsible for "how to" support and for the provision of predefined responses to first-level service calls. The help desk operations run in three shifts a day, seven days a week.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 266.6	2 071.1	2 680.1	609.0	29.4
II. Non-post resources					
General temporary assistance	479.3	497.0	2 112.9	1 615.9	325.1
Consultants	250.4	–	–	–	–
Official travel	295.6	268.3	276.3	8.0	3.0
Facilities and infrastructure	343.1	–	–	–	–
Communications	1.0	–	31.1	31.1	–
Information technology	6 143.5	3 507.7	4 612.0	1 104.3	31.5
Subtotal, II	**7 512.9**	**4 273.0**	**7 032.3**	**2 759.3**	**64.6**
Total, I and II	**9 779.5**	**6 344.1**	**9 712.4**	**3 368.3**	**53.1**
Information and systems security	821.5	821.5	821.5	–	–
Total	**10 601.0**	**7 165.6**	**10 533.9**	**3 368.3**	**47.0**

(e) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$2 680.1	$609.0	29.4%

582. The provision would cover the salaries, common staff costs and staff assessments for the 18 posts. The increased requirements are attributable primarily to: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the variances resulting from the update of the standard salary costs; and (d) the proposed redeployment of three posts from the Human Resources Information Systems Section and one post from the Financial Information Operations Service under the restructuring of OICT (see para. 536 above).

	Cost estimates	Variance	
General temporary assistance	$2 112.9	$1 615.9	325.1%

583. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 18 general temporary assistance

positions. The increased requirements are attributable primarily to: (a) the proposed redeployment of 15 positions from OHRM under the restructuring of the Human Resources Information Systems Section (see para. 536 above); (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs; offset in part by the application of higher vacancy factors.

	Cost estimates	*Variance*	
Official travel	$276.3	$8.0	3.0%

584. The official travel requirements are described below.

585. An amount of $36,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assessment of local information technology solution with strategic programmes and proposals for alignment, as needed, in the area of field applications.

586. An amount of $171,800 is proposed for travel to undertake the following technical support activities: deployment of the mobile customer relationship management solution for troop contribution management ($62,000); implementation of the electronic fuel management system ($40,100); analysis and implementation of the electronic rations management solution ($46,200); on-site upgrade in Valencia and Brindisi for systems used by field missions ($13,500); integration of Inspira with other enterprise applications ($10,000).

587. An amount of $67,800 is proposed for travel to provide training to the field staff on the mobile customer relationship management solution, the electronic fuel management system, the electronic rations management solution and Inspira.

	Cost estimates	*Variance*	
Communications	$31.1	$31.1	–

588. An amount of $31,100 is proposed for the communications charges in the Inspira support centre in the Bangkok office.

	Cost estimates	*Variance*	
Information technology	$4 612.0	$1 104.3	31.5%

589. An amount of $4,612,000 would provide for non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support and for the development of applications to meet peacekeeping business needs, as indicated in the tables and described in the paragraphs below.

590. The increased requirements are attributable primarily to the redeployment of the Human Resources Information Systems Section and its Inspira-related activities from OHRM to OICT as part of the restructuring.

Non-standard information technology by category

(United States dollars)

Equipment	
Satellite Earth station	65 600
Subtotal	**65 600**
Software	
Fuel management system	23 800
Subtotal	**23 800**
Software licences and fees	
Fuel management system	3 600
Contacts database	15 100
Inspira	422 500
Subtotal	**441 200**
Contractual services	
Ongoing support	
Secondary data centre	393 200
Fuel management system	397 000
Rations management system	372 000
Satellite Earth station	36 500
Contacts database	288 500
Inspira (formerly in OICT)	942 900
Inspira (formerly in the Human Resources Information Systems Section)	255 100
Subtotal	**2 685 200**
Development of applications	
Fuel management system	316 800
Rations management system	558 000
Inspira (formerly in OICT)	134 000
Inspira (formerly in the Human Resources Information Systems Section)	387 400
Subtotal	**1 396 200**
Total	**4 612 000**

Non-standard information technology by project

(United States dollars)

Secondary data centre	**393 200**
Fuel management system	
Software	23 800
Software licences and fees	3 600
Contractual services — ongoing support	397 000
Contractual services — development of applications	316 800
Subtotal	**741 200**
Rations management system	
Contractual services — ongoing support	372 000
Contractual services — development of applications	558 000
Subtotal	**930 000**
Satellite Earth station	
Hardware	65 600
Contractual services — ongoing support	36 500
Subtotal	**102 100**
Contacts database	
Software licences and fees	15 100
Contractual services — ongoing support	288 500
Subtotal	**303 600**
Inspira	
Software licences and fees	422 500
Contractual services — ongoing support	1 198 000
Contractual services — development of applications	521 400
Subtotal	**2 141 900**
Total	**4 612 000**

591. The resources for contractual personnel specializing in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects. Contractual services at Headquarters are undertaken by a staffing complement of 23 contractual personnel working at levels equivalent to those under the United Nations grade-level system. A provision for common charges, such as rental space, office supplies and desktop services under the information technology standard level agreement with OICT, has been estimated for contractual personnel at Headquarters and included in the relevant resource class under the central responsible department or office. These initiatives do not overlap with and are complementary to Umoja.

592. As noted in paragraph 31 above, the costs of contractual services and software licences for two information technology field systems (customer relationship management solution for troop contributions management and the enterprise identity management application for peacekeeping operations) are included in the budgets of GSC for the 2016/17 period.[2]

Secondary data centre

593. An amount of $393,200 is proposed for recurring requirements of the secondary data centre at Headquarters, as follows:

(a) An amount of $204,800 is proposed for the facility ($168,700) and the electricity cost for power and cooling ($36,100);

(b) An amount of $188,400 is proposed for telecommunications costs.

Fuel management system

594. An amount of $741,200 is proposed for the continued implementation of the electronic fuel management system. The first release of the system was implemented and the pilot was completed in MINUSTAH in 2012. The second release, with higher process automation, was developed and implemented in UNOCI, UNIFIL and UNMISS in 2013/14, then in MINUSMA, MONUSCO and UNMIL in 2014/15. Considering the operational constraints in the field, OICT anticipates implementation in two peacekeeping operations in the 2015/16 budget cycle, as scheduled, and two in 2016/17. The amount proposed is as follows:

(a) Acquisition of software. An amount of $23,800 is proposed to create a barcode on each driver's licence and on every piece of fuel equipment to account for all fuel storage and consumption, as required by the fuel management solution. Implementation at two peacekeeping operations in 2015/16 requires four barcode user licences for the fuel units and four licences for the security sections, at the cost of $2,975 per licence;

(b) Software licences and fees. An amount of $3,600 is proposed for annual software fees for DFS users of the system at Headquarters;

(c) Contractual services: ongoing support. An amount of $397,000 is proposed for four contractors to support users at Headquarters and in nine peacekeeping operations on two shifts. The seven implementations already completed show that the peacekeeping operations require regular remote support to analyse fuel transactions recorded by the fuel management system, especially in cases of suspected misappropriation of fuel or incorrect utilization of the system;

(d) Contractual services: development. An amount of $316,800 is proposed for two contractors to implement the solution in two additional peacekeeping operations, performing business process mapping, data-gathering, functional testing, preparing training material and conducting end-user training. On the basis of lessons learned from previous implementation experience, each deployment requires a significant amount of preparation before "going live", such as gathering information about location, ownership, serial number, fuel type, capacity and so forth, of thousands of pieces of fuel equipment, validating data, entering it into the database and generating barcodes; a similar process is also needed to record and generate barcodes for all military, police and civilian personnel authorized to receive fuel.

595. The contractual services are estimated at $9,913 per contractor per month for the period.

Rations management system

596. An amount of $930,000 is proposed for the continued development of the application. OICT began the development of an in-house rations management system in December 2012, following the finalization of requirements by DFS in November 2012. The solution leverages standard technologies of the Secretariat to ensure the long-term sustainability of the system. The development of first release was done during the 2013/14 cycle and the first pilot commenced in the 2014/15 cycle. Lessons learned and critical changes resulting from the pilot phase are being implemented during the 2015/16 cycle and roll-out will begin with two peacekeeping operations during 2016/17. The amount proposed is as follows:

(a) Contractual services: ongoing support. An amount of $372,000 is proposed for two contractors to provide user support to four peacekeeping operations where the solution will be running;

(b) Contractual services: development. An amount of $558,000 is proposed for three contractors to operate, monitor and implement the solution in two additional peacekeeping operations.

597. The contractual services are estimated at $15,500 per contractor per month for the period.

Satellite Earth station

598. An amount of $102,100 is proposed to maintain the operation of the satellite Earth station, which provides back-up communications infrastructure for high-level officials at Headquarters and in field operations. For example, the station would allow for continuous voice and data connectivity through the Global Service Centre and/or other locations via satellite in the event of a crisis during the general debate of the General Assembly or during day-to-day interruptions in the links between Headquarters and field operations. The satellite technology complements the secondary data centre, which supports voice and data via telecommunication lines provided by local carriers, in the event that local communication is impaired. The amount proposed is as follows:

(a) An amount of $65,600 is proposed for the replacement of routers ($60,700) and switches ($4,900), which allow the transmission of data between Headquarters and all field operations for the United Nations Operations and Crisis Centre. The Earth station's antenna is over 25 years old and requires recurring replacement of parts;

(b) An amount of $36,500 is proposed for the continued maintenance and use of the satellite network.

Contacts database

599. An amount of $303,600 is proposed to support the contacts database system for the United Nations Operations and Crisis Centre. The technology is used by operations officers to manage the emergency contact data of key United Nations personnel in the field and senior managers at Headquarters and to connect them with Member States at any given time, during crisis situations and regular operations,

and provides situation reports in times of crisis. OICT provides technological support to the United Nations Operations and Crisis Centre contacts database round the clock, and covers software licences for the operations officers running the system at Headquarters. The amount proposed is detailed as follow:

(a) An amount of $15,100 is proposed to license 26 officers operating the contacts database application at Headquarters;

(b) An amount of $288,500 is proposed to support the stakeholders using the system through three contractual personnel providing support round the clock.

Inspira

600. The Department of Management initiated the consolidation of ICT by merging the Human Resources Information Systems Section with OICT. The consolidation is materialized by OICT hosting of Inspira infrastructure. An amount of $2,141,900 is proposed for the maintenance and continued implementation of Inspira, as follows:

(a) Software licences and fees. An amount of $422,500 is proposed for the maintenance fee of the proprietary software required for the Inspira system;

(b) Contractual services — ongoing support. A provision of $1,198,000 is made to cover the cost of two full-time and one part-time (50 per cent) contractual personnel to provide third-level support to users at Headquarters and across multiple time zones in peacekeeping operations ($255,100) and for server hosting by a third-party vendor ($942,900). It is estimated that the vendor needs nine people to monitor the Inspira system round the clock (three per shift). The average monthly cost is $8,681 per full-time contractor.

601. Contractual services — development. An amount of $521,400 is proposed for four contractors to implement changes, develop new features, deploy, train users and fix application issues. The most important changes that OICT will be working on are related to human resources mobility and new vacancy management. It is estimated that the services of each full-time contractor costs $10,863/month on average.

E. Office of Internal Oversight Services

(a) Results-based-budgeting framework

602. The Office, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the United Nations Board of Auditors and the Joint Inspection Unit.

603. The Office contributes to the United Nations goals by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, the Office will: (a) issue recommendations to strengthen internal controls and to mitigate risks; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, in accordance with applicable professional standards.

604. In 2016/17, the Internal Audit Division, taking into account the Secretariat's enterprise risk management framework and the recommendations of the Independent Audit Advisory Committee, will continue to use a risk-based audit planning approach in accordance with the Institute of Internal Auditors standards. The Division has prioritized its audit assignments in 2016/17 on the basis of the level of residual risks identified and assessed in peace operations, as well as the related key controls. Management requests for audits to address specific areas of concern were also considered. The Division will coordinate with the Board of Auditors, the Joint Inspection Unit and other OIOS divisions to increase complementarities and avoid duplication.

605. The Inspection and Evaluation Division will continue to focus on evaluative oversight of peacekeeping through thematic evaluations and inspections assessing aspects of the relevance, efficiency and effectiveness, including impact, of peacekeeping operations. The workplan for 2016/17 includes three evaluations and/or inspections, two of which will be thematic evaluations of a cross-cutting nature, while the other one will be an evaluation at the subprogramme level addressing a more specific aspect of performance requested by DPKO and DFS.

606. The Investigations Division will continue to focus its work on conducting administrative fact-finding investigations aimed at promoting responsible administration of resources, improved performance and a culture of accountability and transparency through the issuance of timely, high-quality reports on investigations in accordance with applicable professional standards. The initiatives aimed at strengthening support for and enhancing the performance of the Division include: (a) a heightened focus on fraud in high-risk operations; (b) the implementation of a comprehensive framework for the provision of training and professional development programmes to enhance investigation capacity and professionalize the investigation function across the Organization; and (c) the implementation of an electronic filing hotline facility accessible through the OIOS website.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of OIOS reports to the General Assembly are submitted in accordance with deadlines (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on peacekeeping oversight results

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2014/15: 100 per cent; 2015/16: 95 per cent; 2016/17: 95 per cent)

3.2 Acceptance of 95 per cent of evaluation and inspection recommendations (2014/15: 92 per cent; 2015/16: 95 per cent; 2016/17: 95 per cent)

3.3 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

3.4 Advisory notes addressing oversight issues in peacekeeping operations resulting from completed investigations during the financial period issued to DFS and mission management, as well as to the Department of Management (2014/15: 7 per cent; 2015/16: 10 per cent; 2016/17: 7 per cent)

3.5 70 per cent of investigations conducted during the financial period are completed within 12 months or less (2014/15: 39 per cent; 2015/16: 70 per cent; 2016/17: 70 per cent)

3.6 50 per cent reduction of the backlog of investigation cases (2014/15: 30 per cent; 2015/16: 50 per cent; 2016/17: 50 per cent)

3.7 Personnel from 70 per cent of peacekeeping missions are trained in basic investigation training programmes and newly developed training programmes (2014/15: 59 per cent; 2015/16: 70 per cent; 2016/17: 70 per cent)

Outputs

- 10 audit reports by auditors at Headquarters
- 75 audit reports by auditors at peacekeeping missions
- 1 meeting of chief resident auditors for annual work planning; and 1 meeting of resident auditors for professional development
- 2 evaluation reports addressing cross-cutting strategic priorities or topics
- 1 evaluation report addressing a specific aspect of performance at the subprogramme level
- 350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
- 9 advisory notes issued regarding the oversight of peacekeeping operations
- 11 backlogged investigation cases completed
- 1 investigation training programme

- 1 annual internal review of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques

External factors

External parties will cooperate with the conduct of audits, evaluation and inspection reviews and investigations

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	–	**2**	–
P-5	18	–	–	–	**18**	–
P-4	40	–	–	–	**40**	–
P-3	27	–	–	–	**27**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**87**	–	–	–	**87**	–
General Service and related						
Principal level	2	–	–	–	**2**	–
Other level	9	–	–	–	**9**	–
Field service	15	–	–	–	**15**	–
National General Service	6	–	–	–	**6**	–
Subtotal	**32**	–	–	–	**32**	–
Total, posts	**119**	–	–	–	**119**	–
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	**1**	–
P-5	3	–	–	–	**3**	–
P-4	12	–	–	–	**12**	–
P-3	21	–	–	–	**21**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**37**	–	–	–	**37**	–

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level	1	–	–	–	**1**	–
Other level	1	–	–	–	**1**	–
National General Service	4	–	–	–	**4**	–
Subtotal	**6**	–	–	–	**6**	–
Total, general temporary assistance positions	**43**	–	–	–	**43**	–
Total	**162**	–	–	–	**162**	–

(c) Justification of posts

Investigations Division

MINUSCA Resident Investigations Office

Establishment of the MINUSCA Resident Investigations Office

Redeployment of one post (Senior Investigator (P-5)) from the Investigations Division in New York to the proposed MINUSCA Resident Investigations Office

Redeployment of one post (Investigator (P-4)) from the Entebbe Regional Investigations Office to the proposed MINUSCA Resident Investigations Office

607. On the basis of the assessment of the approved organizational structure in the 2015/16 budget period, and the need to better address the spike in sexual exploitation and abuse cases in MINUSCA, the Investigations Division is proposing to establish a Resident Investigations Office in MINUSCA and redeploy two posts (1 P-5 and 1 P-4) from the Investigations Division in New York (1 P-5) and the Entebbe Regional Investigations Office (1 P-4) to the proposed office. The new Office would be supplemented by one general temporary assistance position (1 P-3) proposed for redeployment from the Entebbe Regional Investigations Office (see para. 609 below).

608. The new Office would improve the capacity of the Division to address investigative matters in support of peacekeeping operations. The productivity of the allocated staff in the mission would facilitate more timely responses to reported matters, observations with respect to the mission environment and the collection of case-specific information. The establishment of the Office is necessary to provide enhanced and appropriate levels of communication/interaction between OIOS and its stakeholders, including senior mission management and conduct and discipline units through the increased investigative capacity in the mission area.

Entebbe Regional Investigations Office

Redeployment of one post (Investigator (P-3)) from the MINUSTAH Investigations Office to the Entebbe Regional Investigations Office

609. The approved staffing for the Entebbe Regional Investigations Office comprises five posts (1 D-1, 1 P-5, 2 P-4 and 1 FS) and five general temporary assistance

positions (4 P-3 and 1 NGS). The Office would be reduced by one P-3 general temporary assistance position, as the position, which was approved for Entebbe specifically to provide support to MINUSCA, is proposed for redeployment to MINUSCA in 2016/17. Redeploying a post from MINUSTAH addresses the imbalance caused by the redeployment of the general temporary assistance position to MINUSCA.

610. The team in the Office is designed to provide a surge capacity to support the neighbouring missions of MONUSCO, UNMISS, UNAMID, UNISFA and MINUSCA. The challenges presented by the spike in sexual exploitation and abuse cases in MINUSCA and the requirement to service a similar high volume of cases in MONUSCO has placed a strain on OIOS resources in the region, and to properly service the resulting demands, OIOS requires more investigators in the region. The current workload breaks down to a total of 38 cases across five missions being handled by 10 investigators, which leads to excessive workloads for each investigator that affects OIOS timeliness in completing investigations.

611. MINUSTAH is continuing to implement its consolidation plan, and in line with Security Council resolution 2243 (2015), a strategic assessment is expected to be conducted after the conclusion of the electoral process and the installation of the new President. The assessment will inform the decision of the Council on the future configuration of the United Nations operation in Haiti beyond 2016.

612. On the basis of the internal assessment of the approved organizational structure in the 2015/16 budget period, and the need to maintain a better balance in the use of resources, it is proposed that one post (1 P-3 Investigator) in the MINUSTAH Resident Investigations Office be redeployed to the Entebbe Regional Investigations Office to complement the workload undertaken by the general temporary assistance position (1 P-3 Investigator) proposed for redeployment from the Entebbe Regional Investigations Office to the MINUSCA Resident Investigations Office in section (d) below.

(d) Justification of general temporary assistance positions

Investigations Division

Regional Investigations Office in Vienna

1 Deputy Director (1 D-1, continuing)

1 Senior Investigator (1 P-5, continuing)

2 Investigators (2 P-4, continuing)

1 Forensic Investigator (1 P-4, continuing)

5 Investigators (5 P-3, continuing)

1 Investigations Assistant (1 GS-(PL), continuing)

1 Investigations Assistant (1 GS-(OL), continuing)

Regional Investigations Office in Entebbe

3 Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

Regional Investigations Office in Nairobi

1 Forensic Investigator (1 P-4, continuing)

1 Investigator (1 P-3, continuing)

UNMIL Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Resident Investigator (1 P-4, continuing)

2 Resident Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

UNMISS Resident Investigations Office

2 Resident Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

MINUSMA Resident Investigations Office

Establishment of the MINUSMA Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Resident Investigator (1 P-4 continuing)

3 Resident Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

MINUSCA Resident Investigations Office

1 Resident Investigator (1 P-3, continuing)

613. The approved staffing establishment of the Investigations Division comprises 24 posts (1 D-1, 5 P-5, 6 P-4, 5 P-3, 1 FS, 1 GS (PL), 3 GS (OL) and 2 NGS) and 33 general temporary assistance positions (1 D-1, 3 P-5, 6 P-4, 17 P-3, 1 GS (PL), 1 GS (OL) and 4 NGS) based in regional centres in Vienna, Entebbe and Nairobi as well as in specific missions. Based on the assessment of the approved organizational structure for the 2015/16 fiscal period, the Investigations Division proposes the continuation of 33 general temporary assistance positions.

614. The Regional Investigations Office in Vienna handles investigations related to peacekeeping missions in geographical proximity where there is no or limited investigative capacity, and provides information technology support for the case management system of the Investigations Division as well as administrative support for its staff. The Office in Vienna will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Europe, the Middle East and North and West Africa and will build OIOS capacity in the development of ongoing training programmes.

615. The Regional Investigations Office in Entebbe will continue to serve as a significant centre of operations that promotes and enables increased staff mobility to/from the missions and strengthens resource stewardship and accountability while achieving greater efficiencies. Specifically, it will continue to provide effective investigations capacity for MONUSCO as well as for UNAMID and UNMISS, and provide support for missions in the entire East Africa region. The Regional

Investigations Office in Nairobi will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Somalia and Nairobi, and provide forensic support as well to peacekeeping missions in Eastern Africa. The Resident Investigation Offices located in field missions will continue to be responsible for investigations as they may arise in their respective mission areas.

616. The Investigations Division is proposing to shift resident investigation resources in 2016/17 to the areas where on-the-ground direct and rapid support is necessary. The shift will require movement of positions as well as the establishment of an office in MINUSMA, as follows:

- *Establishment of the MINUSMA Resident Investigations Office*
- *Redeployment of five general temporary assistance positions (1 P-5, 1 P-4, 2 P-3 and 1 NGS) from the UNOCI Resident Investigations Office to the proposed MINUSMA Resident Investigations Office*
- *Redeployment of one general temporary assistance position (1 P-3) from the Vienna Regional Investigations Office to the proposed MINUSMA Resident Investigations Office*
- *Redeployment of one general temporary assistance position (1 P-3) from the UNMIL Investigations Office to Regional Investigations Office in Vienna*
- *Redeployment of one general temporary assistance position (1 P-3) from the Entebbe Regional Investigations Office to the proposed MINUSCA Resident Investigations Office*

617. With respect to the overall resource level of backstopping peacekeeping operations, the role of the Investigations Division requires dedicated, ongoing and reliable resources to fulfil the mandated internal oversight responsibilities through the exercise of the investigations function while promoting the responsible administration of resources in an increasingly complex operating environment. Accordingly, the redeployment of the positions to the locations where allegations of misconduct have increased will enhance the efficiency and effectiveness of peacekeeping operations through a more responsive investigative structure. This will expedite the intake of new matters and allow for enhanced capacity-building of counterpart personnel, and maintain the same support and service delivery to field investigative operations within existing capacities. In UNOCI, where consolidation of the mission is expected during the period, residual investigation tasks will be handled by the Regional Investigations Office in Vienna.

Internal Audit Division

MINUSCA Resident Audit Office

3 Resident Auditors (3 P-4, continuing)

2 Resident Auditors (2 P-3, continuing)

MINUSMA Resident Audit Office

3 Resident Auditors (3 P-4, continuing)

2 Resident Auditors (2 P-3, continuing)

618. The approved staffing establishment of the Internal Audit Division for MINUSMA and MINUSCA each comprise one post (1 P-5) and five general

temporary assistance positions (3 P-4 and 2 P-3) funded from the support account and located in the Resident Audit Offices of each mission.

619. The Resident Audit Offices of MINUSMA and MINUSCA are responsible for implementing the audit workplans for the two peacekeeping missions, and for providing ongoing independent advice to mission management. It is assessed that the same capacity is required to implement the audit plans of these two peacekeeping missions.

620. In this context, the functions of the Resident Audit Offices in MINUSMA and MINUSCA are considered to be of a continuous nature, and it is thus proposed to continue the 10 general temporary assistance positions in 2016/17. It is anticipated that six planned audit assignments will be conducted by each Office during the 2016/17 financial period.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	18 944.6	21 702.5	21 734.3	31.8	0.1
II. Non-post resources					
General temporary assistance	6 781.3	7 529.0	7 014.0	(515.0)	(6.8)
Consultants	267.4	334.5	394.1	59.6	17.8
Official travel	906.0	960.8	960.8	–	–
Facilities and infrastructure	161.6	261.5	318.6	57.1	21.8
Ground transportation	–	–	2.2	2.2	–
Communications	89.3	131.2	191.2	60.0	45.7
Information technology	526.7	437.6	476.5	38.9	8.9
Medical	–	–	8.6	8.6	–
Other supplies, services and equipment	188.6	205.1	127.7	(77.4)	(37.7)
Subtotal, II	**8 920.9**	**9 859.7**	**9 493.7**	**(366.0)**	**(3.7)**
Total	**27 865.5**	**31 562.2**	**31 228.0**	**(334.2)**	**(1.1)**

(f) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$21 734.3	$31.8	0.1%

621. The provision would cover the salaries, common staff costs and staff assessments for the 119 proposed posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; and (b) the variances resulting from the proposed redeployment of posts; offset in part by (c) the update of the standard salary costs.

	Cost estimates	Variance	
General temporary assistance	**$7 014.2**	**($515.0)**	**(6.8%)**

622. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 43 general temporary assistance positions and the replacement of staff on maternity or sick leave (4 person-months for staff in the Professional category and 6 person-months for staff in the General Service category). The decreased requirements result from: (a) the application of higher vacancy factors; (b) the update of the standard salary costs; and (c) the proposed redeployment of general temporary assistance positions.

	Cost estimates	Variance	
Consultants	**$394.1**	**$59.6**	**17.8%**

623. An amount of $251,600 is proposed for the engagement for 29 person-months of consultants with technical expertise to conduct two in-depth thematic evaluation reports and one evaluation report on a specific peacekeeping mission. The consultants, in support of the Inspection and Evaluation Division, would provide functional expertise in their respective areas. The evaluations would examine the relevance, efficiency and effectiveness of missions or cross-cutting initiatives/themes.

624. An amount of $25,000 is proposed for the engagement for one person-month of consultants with technical audit expertise in the fields of ICT governance and operational effectiveness audit. The consultants would assist OIOS auditors in determining whether adequate controls and mechanisms are in place in relation to the implementation of Umoja in the field, including in the areas of human resources management, information storage, equipment, software licence and commercial communication usage.

625. An amount of $25,000 is proposed for the engagement for one person-month of consultants to provide an audit of the nature and extent of risk and harm to the environment posed by the establishment and activities of a peacekeeping mission, with a view to identifying the environmental impact, improving environmental performance and setting environmental objectives and targets.

626. An amount of $50,000 is proposed for the engagement for one person-month of consultants in relation to the assessment by the Institute of Internal Auditors on international auditing standards. The standards require internal audit entities to adhere to a quality assurance and improvement programme, which includes external assessments every five years to demonstrate conformance; and the last such assessment was conducted in late 2011. A new external quality assessment is due in 2016 and the proposed amount represents the support account share (50 per cent) of the total cost of the assessment.

627. An amount of $27,500 is proposed for the engagement for 10 person-months of consultants with expertise and specialized skills, in areas such as fingerprints and documents, DNA analysis, forensic accounting, digital forensic analysis and handwriting analysis, to support the Investigations Division in reviewing and analysing possible misconduct, for decisions with regard to jurisdiction and investigative action.

628. An amount of $15,000 is proposed for the engagement for one person-month of consultants with technical expertise to develop a training module on embedding quality in every aspect of internal audit activity. The consultant will train Internal Audit Division staff on best practices adopted by leading internal audit organizations that would improve the Division's outputs, services and processes to ensure that they meet stakeholder expectations and the quality standards of the Institute of Internal Auditors.

629. The increased requirements reflect the new initiatives budgeted for environment, and the external assessments every five years to demonstrate conformance to the international auditing standards.

	Cost estimates	*Variance*	
Official travel	$960.8	–	–

630. An amount of $464,200 is proposed to undertake the following mission planning/assessment/consultation activities: provision of management oversight to resident audit offices in the field ($18,100); preparation of horizontal audit reports on peacekeeping operations by resident auditors in the field and conduct of special audit assignments by Headquarters auditors ($220,400); scoping and data collection visits for multidimensional mission/thematic evaluation or inspection reports ($88,600); and investigations of possible misconduct ($137,100).

631. An amount of $79,400 is proposed for travel of Headquarters auditors to peacekeeping missions for special assignments, audit support and quality assurance.

632. An amount of $27,400 is proposed for travel to participate in seminars/conferences/workshops by the Investigations Division. As a result of the Organization's efforts to promote accountability and transparency in its internal affairs and in dealing with parties external to the Organization, the staff of the Division meets once a year at a conference organized by an external financial institution.

633. An amount of $389,800 is proposed for travel to undertake the following training activities: training provided by the Investigations Division in peacekeeping missions and regional offices to customize and enforce investigative techniques ($196,100); the resident auditors' annual training conference at the Regional Service Centre ($189,400); and attendance at workshops on administrative and financial issues ($4,300).

	Cost estimates	*Variance*	
Facilities and infrastructure	$318.6	$57.1	21.8%

634. A provision of $318,600 is made to provide for the rental of office premises and common services costs of the Regional Investigations Offices in Vienna ($104,000) and Nairobi ($35,900); the rental of office premises for the resident auditors and investigators located in RSCE ($155,200); and the acquisition of office supplies ($23,500).

635. The increased requirements are attributable to the higher cost of rental of office premises in Nairobi; and the share of OIOS offices in RSCE for the

reimbursement of the one-time construction cost of the new premises ($124,300) and recurrent facility and security costs ($30,900).

	Cost estimates	*Variance*	
Ground transportation	$2.2	$2.2	–

636. An amount of $2,200 is proposed to provide for the local transportation costs for the Regional Investigations Offices in Nairobi and Vienna. The increase is attributable to the movement of costs from other supplies, services and equipment.

	Cost estimates	*Variance*	
Communications	$191.2	$60.0	45.7%

637. An amount of $191,200 is proposed to provide for commercial communications services associated with mobile devices ($55,800), desktop phones ($18,800) and long distance calling ($28,100), estimated on the basis of standard rates derived from past expenditure trends and planned usage; videoconferencing charges ($28,500); and transcription services for the Investigations Division ($60,000).

638. The increased requirements are attributable to the additional telephone charges and the movement of transcription services from other supplies, services and equipment, offset in part by the movement of mobile office licences to information technology.

	Cost estimates	*Variance*	
Information technology	$476.5	$38.9	8.9%

639. The amount of $476,500 would cover requirements for the maintenance and repair of information technology equipment based on standard service level agreements established by OICT ($73,100); the support account share of central information technology infrastructure costs derived from past expenditure patterns ($19,200); the acquisition of new and replacement of obsolete standard information technology equipment ($10,400); the acquisition of non-standard information technology equipment for the Investigations Division ($56,400); the acquisition of various software, licences and fees for the Investigations Division ($26,700); the maintenance of the case management system for the Investigations Division ($70,000); software licences and fees for the auto audit software ($10,000); the support account share of the cost of the licences for the audit management and recommendations tracking system in the Internal Audit Division ($80,000); the acquisition of mobile office licences ($27,700); subscriptions to various audit publications and an international publications search engine ($38,000); electronic hotline support fees ($5,000); and the standard information technology service fees charged by RSCE to its tenants ($60,000).

	Cost estimates	*Variance*	
Medical	$8.6	$8.6	–

640. The amount of $8,600 is proposed to provide for the medical services in the Regional Investigations Offices in Nairobi and Vienna, based on the standard rate

charged to their tenants, which was budgeted under other supplies, services and equipment in the previous period.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$127.7**	**($77.4)**	**(37.7%)**

641. The amount of $127,700 is proposed to provide for the following services: study related to the external audit; membership fees, including the Institute of Internal Auditors annual membership fee, DNA testing and postage services ($24,500); office charges, such as financial resources, human resources, procurement and general support services for the Investigations Division ($55,000); and training fees and materials ($48,200).

642. The reduced requirements are attributable primarily to the movement of transcription services and medical services to communications and medical, respectively.

F. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

643. The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2014/15: 96 per cent; 2015/16: 95 per cent; 2016/17: 95 per cent; reports to the General Assembly 2014/15: 100 per cent; 2015/16: 95 per cent; 2016/17: 95 per cent)
	1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days

Outputs

- Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 200 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to DPKO (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days
- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis; advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	**1**	–
P-5	2	–	–	–	**2**	–
P-4	–	–	–	–	–	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**3**	–	–	–	**3**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Subtotal	**2**	–	–	–	**2**	–
Total	**5**	–	–	–	**5**	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 055.8	912.6	932.7	20.1	2.2
II. Non-post resources					
General temporary assistance	86.4	52.9	53.7	0.8	1.5
Facilities and infrastructure	2.5	2.5	6.1	3.6	144.0
Communications	10.6	10.6	10.2	(0.4)	(3.8)
Information technology	14.8	15.6	17.0	1.4	9.0
Other supplies, services and equipment	3.6	4.6	–	(4.6)	(100.0)
Subtotal, II	**117.9**	**86.2**	**87.0**	**0.8**	**0.9**
Total	**1 173.7**	**998.8**	**1 019.7**	**20.9**	**2.1**

(d) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$932.7	$20.1	2.2%

644. The provision would cover the salaries, common staff costs and staff assessments for the five proposed posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$53.7	$0.8	1.5%

645. The provision is made for three person-months at the General Service (OL) level to support the Executive Office during peak workload periods and for three person-months at the General Service level (OL) for sick/maternity leave replacement.

	Cost estimates	*Variance*	
Facilities and infrastructure	$6.1	$3.6	144.0%

646. An amount of $6,100 is proposed for: office supplies for the five posts ($2,500); and the rental of printers and copiers ($3,600).

647. The increased requirements are attributable to the movement of rental costs for printers from other supplies and equipment.

	Cost estimates	Variance	
Communications	$10.2	($0.4)	(3.8%)

648. An amount of $10,200 is proposed for commercial communications services associated with mobile devices ($7,200) and desktop phones ($2,000) estimated on the basis of standard rates derived from past expenditure trends and planned usage as well as the subscription to peacekeeping-related magazines ($1,000) that was budgeted under other services, supplies and equipment in the previous period.

	Cost estimates	Variance	
Information technology	$17.0	$1.4	9.0%

649. An amount of $17,000 is proposed for the maintenance and repair of information technology equipment based on the standard service level agreements established by OICT ($7,500), the support account share of central information technology infrastructure costs ($4,800) as derived from past expenditure patterns, the replacement of standard equipment ($3,300) and the costs associated with the provision of mobile office licences for two staff members ($1,400) that was budgeted under communications in the previous period.

	Cost estimates	Variance	
Other supplies, services and equipment	–	($4.6)	(100.0%)

650. Subscription fees and rental costs for printers were moved to communications and facilities and infrastructure, respectively.

G. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements
(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	3 025.0	3 274.1	2 687.7	(586.4)	(17.9)
Subtotal, II	**3 025.0**	**3 274.1**	**2 687.7**	**(586.4)**	**(17.9)**
Total	**3 025.0**	**3 274.1**	**2 687.7**	**(586.4)**	**(17.9)**

651. Pursuant to General Assembly resolution 70/249, the net amount of $2,687,700 represents the share of costs to be funded from the support account for peacekeeping operations in accordance with General Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of

Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meetings servicing and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded from the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs incurred by the Office of the United Nations Ombudsman and Mediation Services and the Office of Staff Legal Assistance for the backstopping of peacekeeping operations, which are funded from the support account and set out below, are deducted from the overall share approved for the administration of justice to be funded from the support account.

Net amount of support account share of the costs for the administration of justice for 2016/17

(Thousands of United States dollars)

Total support account for peacekeeping operations share	4 979.0
Less: Office of the United Nations Ombudsman and Mediation Services[a]	2 113.2
Less: Office of Staff Legal Assistance[a]	178.1
Net amount of support account share for the administration of justice	**2 687.7**

[a] Based on the budget proposal for 2016/17.

2. Office of Staff Legal Assistance

(a) Results-based-budgeting framework

652. In 2016/17, the Office will continue to provide legal advice and representation to staff, former staff and the affected dependant of a former staff member in pursuing employment-related grievances and disciplinary matters in the United Nations internal justice system. Staff members serving in peacekeeping missions rely more on the Office for legal advice and representation than other United Nations staff members, as their options for obtaining legal advice are more limited, and field missions are often located in post-conflict areas with relatively weak rule-of-law institutions and few practising lawyers who could be consulted.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Reports of statistics and other information, including any systemic issues identified, submitted on due dates (2014/15: 3 reports; 2015/16: 3 reports; 2016/17: 3 reports))

Outputs

- Provision of updated statistics and other information with respect to administration of justice issues in peacekeeping missions for inclusion in 3 annual reports: report of the Secretary-General on administration of justice at the United Nations; report of the Internal Justice Council on administration of justice; and activity report of the Office of Administration of Justice

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Workplace conflicts prevented or in a timely and efficient manner through: • Employment of Office of Staff Legal Assistance services by a large proportion of peacekeeping staff with disputes, relative to those who file Tribunal cases unrepresented (2014/15: 70 per cent; 2015/16: 75 per cent; 2016/17: 70 per cent) • Meeting all deadlines for filing dispute resolution submissions on behalf of peacekeeping staff (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent) • Informal resolution by the Office of Staff Legal Assistance of a significant proportion of cases from staff in peacekeeping missions (2014/15: 30 per cent; 2015/16: 30 per cent; 2016/17: 30 per cent)

Outputs

- Provision of summary advice in 100 per cent of cases received and representation in 100 per cent of peacekeeping-related cases received and found to have a reasonable chance of success
- Provision of clear legal advice in 100 per cent of cases found not to have a reasonable chance of success, to dissuade inappropriate use or overuse of the justice system
- Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials

External factors

Security situation in peacekeeping operations will not have an impact on plans for outreach missions

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	–	–	1	–	1	1
P-2/P-1	–	–	–	–	–	–
Subtotal	**–**	**–**	**1**	**–**	**1**	**1**

Category	Approved staffing 2015/16	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts positions proposed	**Total proposed 2016/17**	Change
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total, posts	–	–	1	–	1	1
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	(1)	–	–	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	1	–	(1)	–	–	(1)
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total, general temporary assistance positions	1	–	(1)	–	–	(1)
Total	1	–	–	–	1	–

(c) Justification of posts

Conversion of a general temporary assistance position (P-3 Legal Officer) to a post

653. The approved staffing establishment of the Office of Staff Legal Assistance includes one general temporary assistance position (1 P-3) funded from the support account.

654. Between its inception on 1 July 2009 and 30 June 2015, the Office of Staff Legal Assistance has dealt with approximately 5,400 cases through formal and informal channels. Of this number, approximately 1,500 were from peacekeeping field missions which represented nearly 28 per cent of overall caseload of the Office. Staff members in peacekeeping missions in the field constitute the largest client group using the services of the Office. In this context, a general temporary position of Legal Officer (P-3) has been funded from the support account since 2011/12. The resource has allowed the timely access to legal advice for staff members in peacekeeping missions, maximizing the possibility for informal dispute resolution within the internal justice system of the United Nations.

655. The peacekeeping-related caseload for the Office has increased considerably year over year and it is not expected to drop substantially in the future. The number of peacekeeping cases handled by the Office in 2014/15 was approximately triple the number of such cases in 2010/11, and in 2014/15 the number was approximately 50 per cent higher than the figure in 2013/14. Based on the analysis of the

continuing nature of the high workload and the continuation of the position for five years, it is proposed that the position be converted to a post to continue to provide early intervention, timely communication and assessment of peacekeeping-related cases, minimizing formal cases that take a substantially greater amount of time and resources of the Organization.

656. The Legal Officer (P-3), based in Nairobi, would continue to provide designated support to peacekeeping mission staff. The incumbent would be responsible for advising clients on issues relating to appeals against administrative decisions and the imposition of disciplinary matters. As necessary, she or he would continue to represent staff members before the Management Evaluation Unit, the Dispute and Appeals Tribunals and prepare written and oral submissions to these recourse bodies and ensure that they meet procedural requirements. The incumbent would also conduct legal research and provide detailed analysis of cases and jurisprudence and identify cases that are amenable to informal resolution such as third party conciliation, mediation or direct negotiation. She or he would continue to keep and provide statistics on the numbers and types of cases from staff members in peacekeeping missions, in order to identify any systemic issues and to contribute to the Secretary-General's report on administration of justice in the United Nations and activity reports of the Office of Administration of Justice.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	175.7	175.7	–
II. Non-post resources					
General temporary assistance	172.3	173.4	–	(173.4)	(100.0)
Facilities and infrastructure	0.5	0.5	0.5	–	–
Communications	0.4	0.4	0.4	–	–
Information technology	–	1.5	1.5	–	–
Subtotal, II	**173.2**	**175.8**	**2.4**	**(173.4)**	**(98.6)**
Total	**173.2**	**175.8**	**178.1**	**2.3**	**1.3**

(e) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Post	$175.7	$175.7	–

657. The provision would cover the salary, common staff costs and staff assessment for one post. The increased requirements result from the proposed conversion of a general temporary assistance position to a post.

	Cost estimates	Variance	
General temporary assistance	–	($173.4)	(100.0%)

658. The general temporary assistance position is proposed for conversion to a post.

	Cost estimates	Variance	
Facilities and infrastructure	$0.5	–	–

659. An amount of $500 is proposed for office supplies for one post.

	Cost estimates	Variance	
Communications	$0.4	–	–

660. An amount of $400 is proposed to provide for charges for desktop phones estimated on the basis of standard rates derived from past expenditure trends.

	Cost estimates	Variance	
Information technology	$1.5	–	–

661. An amount of $1,500 is proposed to provide for the maintenance and repair of information technology equipment based on standard rates derived from past expenditure trends.

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

662. The Office of the United Nations Ombudsman and Mediation Services consists of a single, integrated and geographically decentralized ombudsman structure that serves the Secretariat, funds and programmes. It provides the full range of informal dispute resolution services in peacekeeping missions; identifies systemic issues for organizational improvement; and enhances conflict competence among staff and managers through outreach and awareness-raising measures. By preventing and resolving conflict, the Office contributes to greater output and productivity in the workplace.

663. In 2016/17, through the regional branches based in RSCE and MONUSCO, complemented by on-call ombudsmen and mediators as well as regular and ad hoc visits to other peacekeeping missions, the Office will continue responding to conflicts in a timely manner. Challenges remain in providing equal and timely access to services across the population covered owing to increased demand for informal resolution.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations (2014/15: 3.6 per cent; 2015/16: 3 per cent; 2016/17: 3 per cent)

Outputs

- Services in at least 600 ombudsmen and mediation cases, including through on-call ombudsmen and mediators
- Cross-cutting tracking and analysis of 600 cases to identify contributing factors to conflict and systemic issues for regular upward feedback, with a view to organizational improvement
- Annual report to the General Assembly, including information on systemic issues
- 11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness
- 8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)
- 8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNAMID, UNMISS, UNISFA)
- Awareness-raising and skill-building activities to enhance conflict competence, for example through video teleconferencing; WebEx; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers

External factors

Security situation in peacekeeping operations may have an impact on plans for visits and delivery of service

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	3	–	–	–	**3**	–
P-4	1	–	–	1	**2**	1
P-3	2	–	–	–	**2**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**6**	**–**	**–**	**1**	**7**	**1**

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Field service	2	–	–	–	**2**	–
Subtotal	**3**	–	–	–	**3**	–
Total, posts	**9**	–	–	**1**	**10**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	–	–	–	1	**1**	1
P-3/P-2	–	–	–	–	–	–
Subtotal	–	–	–	**1**	**1**	**1**
General Service and related						
Principal level/Other level	–	–	–	[illegible]	–	–
Total, general temporary assistance positions	–	–	–	**1**	**1**	**1**
Grand total	**9**	–	–	**2**	**11**	**2**

(c) Justification of posts

Ombudsman

Establishment of one post (P-4 Conflict Resolution Officer) in the Regional Ombudsman's Office in Entebbe

664. The Office currently has nine posts (3 P-5, 1 P-4, 2 P-3, 2 FS and 1 GS (OL)) funded from the support account located in the Regional Ombudsman's Office in Entebbe (1 P-5, 1 P-3 and 1 FS), Goma (1 P-5, 1 P-3 and 1 FS) and Headquarters (1 P-5, 1 P-4 and 1 GS (OL)). The Office estimates that it can handle approximately 500 cases from peacekeeping missions with the current staffing. However, as shown in the table below, there has been a sustained increase in the caseload, which, for the 2014/15 period, was close to 300 cases above the office capacity. The additional workload has so far been absorbed within existing resources, including by drawing on regular budget staffing resources. However, this does not allow for appropriate time and attention required for each case, diluting the effectiveness of interventions, and is not sustainable. With additional capacity, conflict resolution services could be provided to critical missions that are currently underserved, such as MINUSMA and MINUSCA. Such services would include building skills to better prevent and manage conflicts and disagreements, with the ultimate benefit of enhancing the productivity of staff members and teams, as less energy is diverted to workplace conflict.

Cases handled by the Office of the United Nations Ombudsman and Mediation Services

Year	*Number of cases*	*Posts and general temporary assistance positions*
2009/10	401	7
2010/11	606	9
2011/12	621	9
2012/13	628	9
2013/14	771	9
2014/15	784	9

665. While the overall number of staff in peacekeeping missions is expected to decrease in 2016/17, the Office has also experienced that downsizing of missions actually leads to an increase in cases. This is often connected to the uncertainty of continued employment, the conduct of comparative reviews, separation processes, and other matters related to staffing changes or restructuring in response to mandate adjustments.

666. In this context, it is proposed that one post of Conflict Resolution Officer (P-4) be established in the Office of the United Nations Ombudsman and Mediation Services in RSCE. The additional resource would allow the Office to handle the sustained increased caseload with the appropriate attention each case deserves. It would also enable the Office to provide conflict competence training to a greater number of staff members in peacekeeping missions, identify lessons learned and contribute to sharing best practices and assist in the identification and analysis of cross-cutting issues. The Conflict Resolution Officer would initially be based in RSCE but would be flexibly deployed to various missions in Africa and the Middle East for assignments, taking advantage of the existing office infrastructure in Entebbe that serves as a regional hub for administrative support to peacekeeping missions. Such a flexible deployment will particularly enable the Office to cover peacekeeping missions in these regions that are currently not served by any of the existing regional offices (UNMIL, MINUSCA, MINUSMA, GSC, UNOCI, MINURSO, UNMIK, UNFICYP, UNIFIL, UNSOS, and UNDOF). The location, role and scope of the post will be evaluated after one year on the basis of the overall needs in peacekeeping missions.

(d) Justification of general temporary assistance positions

Ombudsman — Regional Ombudsman's Office in Entebbe

Conflict Resolution Officer (P-4, new)

667. In the context described above of a sustained high caseload deriving from peacekeeping missions exceeding the capacity of the Office since 2010/11, the Office proposes that one general temporary assistance position of Conflict Resolution Officer (P-4) be established in the Office of the United Nations Ombudsman and Mediation Services in RSCE. The present request augments the overall capacity of the Office to handle an anticipated surge in cases related to ongoing downsizing of several missions (UNMIL, MINUSTAH, UNOCI,

MONUSCO) as well as others that are in the mode of build-up and consolidation (MINUSMA, MINUSCA).

668. As with the proposed post, the additional resources would allow the Office to handle the sustained increased caseload with the appropriate attention each case deserves. It would also enable the Office to provide conflict competence training to a greater number of staff members in peacekeeping missions, identify lessons learned, and contribute to sharing best practices and assist in the identification and analysis of cross-cutting issues.

(e) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditure (2014/15)* *(1)*	*Apportionment (2015/16)* *(2)*	*Cost estimates (2016/17)* *(3)*	*Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	1 573.7	1 634.7	1 729.6	94.9	5.8
II. Non-post resources					
General temporary assistance	(19.3)	–	98.8	98.8	–
Consultants	50.4	70.0	70.0	–	–
Official travel	128.9	151.3	151.3	–	–
Facilities and infrastructure	–	9.9	9.9	–	–
Communications	7.2	7.2	15.6	8.4	116.7
Information technology	5.2	5.3	28.2	22.9	432.1
Other supplies, services and equipment	14.4	41.1	9.8	(31.3)	(76.2)
Subtotal, II	**186.8**	**284.8**	**383.6**	**98.8**	**34.7**
Total	**1 760.5**	**1 919.5**	**2 113.2**	**193.7**	**10.1**

(f) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$1 729.6	$94.9	5.8%

669. The provision would cover the salary, common staff costs and staff assessment for 10 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of one post.

	Cost estimates	*Variance*	
General temporary assistance	$98.8	$98.8	–

670. The provision would cover the salaries, common staff costs and staff assessments for the proposed establishment of one general temporary assistance position.

	Cost estimates	*Variance*	
Consultants	$70.0	–	–

671. An amount of $70,000 is proposed for the engagement of a pool of standby consultants with technical expertise for 12 person-months to continue providing on-call mediation services to peacekeeping personnel. On the basis of the number of approaches by peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2016/17 period. The complexity of ombudsman and mediation interventions requires an on-call ombudsman/mediator to conduct the conflict resolution process, from obtaining agreements to mediating the conclusion and implementing a settlement agreement.

	Cost estimates	*Variance*	
Official travel	$151.3	–	–

672. The official travel requirements are described in the paragraphs below.

673. An amount of $125,800 is proposed for official travel for the purpose of providing regional on-site conflict resolution services to peacekeeping personnel and enhancing conflict competence through outreach and awareness initiatives in the planned 11 field missions and other missions on an ad hoc basis.

674. An amount of $25,500 is proposed in connection with the attendance of staffs of the Regional Ombudsman Branch offices to the following training activities: advanced training programme in New York at which the ombudsman associations provide specialized training ($10,500); and training programme in Nairobi related to the upgrading of skills in informal conflict resolution and mediation ($15,000).

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.9	–	–

675. An amount of $9,900 is proposed for the rental of office premises and common services costs of the Regional Ombudsman Office in Entebbe.

	Cost estimates	*Variance*	
Communications	$15.6	$8.4	116.7%

676. An amount of $15,600 is proposed for commercial communications services associated with mobile devices ($2,400) and desktop phones ($1,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage; videoconferencing cost for ombudsmen branch offices ($3,600); and the production of materials related to outreach and conflict competence-building activities ($8,400).

677. The increased requirements are attributable to the movement of production of outreach materials from other supplies, services and equipment.

	Cost estimates	Variance	
Information technology	**$28.2**	**$22.9**	**432.1%**

678. An amount of $28,200 is proposed for the cost of maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($4,500); standard replacement of equipment ($800); and website and case database maintenance ($22,900).

679. The increased requirements are attributable to the movement of the website and case database maintenance fees from other supplies, services and equipment.

	Cost estimates	Variance	
Other supplies, services and equipment	**$9.8**	**($31.3)**	**(76.2%)**

680. An amount of $9,800 is proposed for the training fees related to the upgrading of substantive skills.

681. The reduced requirements are attributable to the movement of the website and case database maintenance fees as well as production costs for outreach materials to information technology and communications, respectively.

H. Ethics Office

(a) Results-based-budgeting framework

682. The Ethics Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance trust in, and the credibility of, the United Nations. Through its five mandated activities, the Office will continue to design and develop ethics training to aim for full compliance with the financial disclosure programme and provide ethics advice to peacekeeping-based staff members. The Office will also provide advice on due diligence and reviews for corporate compliance in connection with procurement issues, and provide in-person group briefings and advisory services to peacekeeping mission personnel through field visits.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (2014/15: 85 inquiries; 2015/16: 100 inquiries; 2016/17: 100 inquiries)
	3.2 Full compliance with the financial disclosure programme (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	3.3 Increased quality of outreach and briefing sessions (2014/15: 20 sessions; 2015/16: 30 sessions; 2016/17: 30 sessions)

	3.4 Requests for protection against retaliation are evaluated within 14 days (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)

Outputs

- Responses to 100 inquiries from field missions
- Administration of approximately 1,650 financial disclosure filings or declaration of interests from peacekeeping-funded personnel
- Four official visits to peacekeeping missions (UNAMID, MINUSCA, UNDOF and GSC)
- Deployment of annual leadership dialogue project in field missions
- Design and implementation of a review of the impact of Ethics Office services on support to peacekeeping missions

External factors

Staff avail themselves of the services provided by the Office; timely receipt of submissions of financial disclosure statements from staff; all necessary documentation when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	**1**	–
P-4	–	–	–	–	–	–
P-3	1	–	–	–	**1**	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**3**	**–**	**–**	**–**	**3**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	206.1	484.9	496.3	11.4	2.4
II. Non-post resources					
Consultants	512.6	541.0	577.0	36.0	6.7
Official travel	60.4	58.1	58.1	–	–
Facilities and infrastructure	1.8	1.5	1.5	–	–
Communications	1.7	1.7	13.7	12.0	705.9
Information technology	5.6	6.7	6.7	–	–
Other supplies, services and equipment	16.1	12.0	–	(12.0)	(100.0)
Subtotal, II	**598.2**	**621.0**	**657.0**	**36.0**	**5.8**
Total	**804.3**	**1 105.9**	**1 153.3**	**47.4**	**4.3**

(d) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
	$496.3	$11.4	2.4%

683. The provision would cover the salaries, common staff costs and staff assessments for three posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	Variance	
Consultants	$577.0	$36.0	6.7%

684. An amount of $487,000 is proposed for the engagement of a consulting firm with technical expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,650 peacekeeping staff will be required to participate in the financial disclosure programme in 2016/17. The provision is based on the expected unit price of $295 per statement per person, which is based on projected per-person per-filing costs to be incurred to maintain the system and the level of service for the period.

685. An amount of $20,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual training programme on leadership dialogue. The purpose of the programme, launched in 2013/14, is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guide book is required each year.

686. An amount of $70,000 is proposed for the engagement of a consultant to design and implement a complete review of the impact of the Ethics Office services,

approach, training and mandates in the light of peacekeeping requirements and changing situations on the ground. In particular, the Ethics Office considers important the lessons learned from the report of the external independent review panel on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic and the need to ensure an approach to ethics outreach and communication that meets the needs of stakeholders in peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$58.1	–	–

687. An amount of $58,100 is proposed to undertake workshops in UNAMID, MINUSCA, UNDOF and GSC to raise awareness about ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities through direct access to the Office, learn about ethics issues particular to specific missions and address financial disclosure matters.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.5	–	–

688. An amount of $1,500 is proposed for the acquisition of office supplies for three posts.

	Cost estimates	*Variance*	
Communications	$13.7	$12.0	705.9%

689. The amount of $13,700 is proposed for: commercial communications services based on past expenditure and planned usage ($1,700); and printing services of the Office's publications and posters in support of peacekeeping missions ($12,000).

690. The higher requirements are attributable to the movement of printing services from other supplies, services and equipment.

	Cost estimates	*Variance*	
Information technology	$6.7	–	–

691. An amount of $6,700 is proposed to provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($4,500) and replacement of equipment ($2,200) for three posts.

	Cost estimates	*Variance*	
Other supplies, services and equipment	–	($12.0)	(100.0%)

692. The requirements for printing services were moved to communications.

I. Office of Legal Affairs

(a) Results-based-budgeting framework

693. In 2016/17, the Office of Legal Affairs will continue to provide legal support and assistance on questions relating to international peace and security, use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also provides assistance on questions relating to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including the formulation of statements of a legal nature for the Secretary-General. The Office will continue to provide regular legal assistance and advice in response to demand for the myriad of support functions relating to peacekeeping activities, including: arrangements with Governments; procurement activities and contracting for logistical requirements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; the interpretation and application of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations for proper administration, and reforms thereof; and the defence of the Organization's interests in the system for the administration of justice.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (2014/15: 8 per cent of the amount originally claimed; 2015/16: less than 40 per cent of the amount originally claimed; 2016/17: less than 40 per cent of the amount originally claimed)
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (2014/15: no instances; 2015/16: no instances; 2016/17: no instances)

Outputs

Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their mandates and governance, and on the applicability of United Nations regulations and rules
- 325 institutional and operational arrangements, including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 40 instances of advice and negotiations concerning logistical and other support arrangements with Governments, other international organizations and United Nations entities

- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 595 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 75 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel
- 15 financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 46 instances of advice related to accountability and conduct and discipline of United Nations and associated personnel, including in respect of sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities
- 175 instances of advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances
- 20 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 240 instances of advice on matters and cases under the system for the administration of justice
- 50 legal aspects of security, including the application of the Security Handbook
- 120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements guidelines and operating procedures
- 20 instances of providing advice concerning the legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, and so forth
- 50 instances of providing advice on the establishment of expert panels to review issues related to peacekeeping matters, providing such panels with technical and legal assistance and following up on their outcomes

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis, and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	5	–	–	–	**5**	–
P-4	8	–	–	1	**9**	1
P-3	2	–	–	–	**2**	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**16**	**–**	**–**	**1**	**17**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	**2**	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total	**18**	**–**	**–**	**1**	**19**	**1**

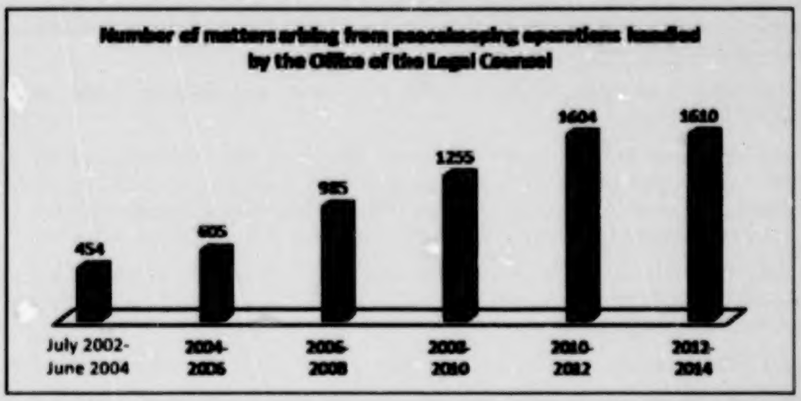
(c) Justification of posts

Office of the Legal Counsel

Establishment of one new post (1 P-4 Legal Officer)

694. The approved staffing establishment of the Office of the Legal Counsel comprises five posts (1 P-5, 2 P-4, 1 P-2, 1 GS (OL)) funded from the support account. The Office requires one additional post at the P-4 level to sustain its efficiency and effectiveness in the light of the increasing volume of requests for legal assistance and complexity involved in the provision of advice on issues arising from peacekeeping operations.

695. The staffing establishment of the Office of the Legal Counsel has been maintained at that level since 2009. Meanwhile, requests for legal advice have continued to increase, and have not been matched by a corresponding increase in additional posts allocated to the Office from the peacekeeping support account. The large increase in requests for legal services is a result of the very significant evolution in the nature of United Nations peacekeeping operations over the past two decades. On the whole, since the Office was last allocated a post from the peacekeeping support account in 2009, the volume of work related to the provision of legal advice on peacekeeping matters has increased by almost 30 per cent (28.28 per cent) (see figure below).



696. Secondly, a notable feature of legal issues presented to the Office is their increased complexity, which is linked to a trend of peacekeeping operations being tasked with multidimensional mandates and serving in challenging environments. The complex nature of legal issues on which the Office is asked to advise has resulted in the need for lawyers to spend greater amounts of time in preparing advice. Thus, lawyers at all levels, including senior and principal officers, as well as the Assistant Secretary-General, are spending more time working on peacekeeping-related issues than on issues arising in connection with activities funded from the regular budget.

697. Based on recent trends, particularly in the preceding year, the Office anticipates that its workload related to the provision of advice on peacekeeping matters during the period 2016/17 will continue to grow, mainly in the following areas:

(a) Accountability, prevention of sexual exploitation and abuse;

(b) Use of modern technologies;

(c) Protection of civilians;

(d) Human rights due diligence policy;

(e) Security of United Nations personnel;

(f) Use of force;

(g) Support to rule of law mandates;

(h) Security Council sanctions and judicial cooperation.

698. The rise in the number of requests for advice is also attributable to the establishment of the MONUSCO Force Intervention Brigade and four new missions in the period since 2009, including UNISFA, UNMISS, MINUSMA and MINUSCA. In this connection, it has been necessary to establish legal instruments to address issues related specifically to the operations of the Intervention Brigade as well as the full range of legal instruments for each of the new missions. In addition, the current trend of multidimensional and complex peacekeeping mandates is accompanied by an increasing number of arrangements in which the United Nations operation works in partnership with another Member State and/or regional or subregional organization, either in parallel or as a bridging operation in sequential order. It falls to the Office of the Legal Counsel to prepare the necessary legal

instruments governing these partnerships, and to provide advice on issues that arise in the course of their implementation.

699. The latter developments also increase the routine peacekeeping workload in the Office, including:

(a) Requests for advice on issues arising in connection with status-of-forces agreements and status of mission agreements, rules of engagement, directives on the use of force and detention, concepts of operations, standard operating procedures; as well as memorandums of understanding with troop- and police-contributing States;

(b) Requests for advice on issues arising in connection with agreements with States and regional or subregional organizations providing operational support to United Nations operations;

(c) Requests for advice on questions arising from the interpretation of mandates given by the Security Council as well as the status, privileges and immunities of peacekeeping operations and their personnel; issues arising from the use of force under the rules of engagement and directives on the use of force and detention in conformity with applicable rules under international human rights and humanitarian law; issues relating to criminal accountability for crimes by and against United Nations peacekeepers; the safety and security of United Nations and associated personnel; as well as the deployment of modern technologies.

700. Based on current trends, the demand for legal advice and assistance in connection with the Organization's peacekeeping operations is expected to continue to increase. The Office will strive to continue to ensure that the Organization conducts its peacekeeping activities in accordance with international law and that necessary legal regimes are in place, ensure accountability for crimes committed whether by or against its personnel and ultimately uphold the Organization's rights and obligations and protect its legal interests. It is against this background that the establishment of a Legal Officer (P-4) post is proposed.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	3 143.9	3 316.8	3 519.6	202.8	6.1
II. Non-post resources					
General temporary assistance	448.0	54.6	55.4	0.8	1.5
Consultants	30.0	55.3	55.3	–	–
Official travel	26.1	31.9	31.9	–	–
Facilities and infrastructure	8.9	9.0	15.2	6.2	68.9
Communications	27.3	27.4	23.7	(3.7)	(13.5)
Information technology	79.6	85.9	98.1	12.2	14.2
Other supplies, services and equipment	5.2	9.2	3.8	(5.4)	(58.7)
Subtotal, II	**625.1**	**273.3**	**283.4**	**10.1**	**3.7**
Total	**3 769.0**	**3 590.1**	**3 803.0**	**212.9**	**5.9**

(e) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$3 519.6	$202.8	6.1%

701. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of one new post.

	Cost estimates	Variance	
General temporary assistance	$55.4	$0.8	1.5%

702. The proposed requirements would provide for the replacement of staff on maternity or sick leave (3 person-months for the Professional category).

	Cost estimates	Variance	
Consultants	$55.3	–	–

703. An amount of $55,300 is proposed for the engagement of an outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in the Office of Legal Affairs, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$31.9	–	–

704. An amount of $31,900 is proposed for travel to provide legal support and assistance to peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$15.2	$6.2	68.9%

705. An amount of $15,200 is proposed for office supplies for the 19 posts ($9,500) and additional rental costs for printing and scanning equipment ($5,700) related to peacekeeping operations.

706. The increased requirements are attributable to the movement of rental costs for printing and scanning equipment from other supplies, services and equipment.

	Cost estimates	Variance	
Communications	$23.7	($3.7)	(13.5%)

707. An amount of $23,700 is proposed to provide for charges for commercial communications services associated with mobile devices ($15,600) and desktop phones ($8,100), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

708. The reduced requirements are attributable to the license fee for mobile office applications moved to information technology.

	Cost estimates	*Variance*	
Information technology	$98.1	$12.2	14.2%

709. An amount of $98,100 is proposed to provide for standard resources for the maintenance and repair of information technology equipment based on the standard service level agreements established by OICT ($28,500), the support account share of the central information technology infrastructure costs ($18,000) derived from past expenditure patterns, and the standard replacement of equipment ($4,000). The amount would also provide for an annual licence subscription to Westlaw, which is an online legal service portal ($25,400) and the renewal of licensing agreements for the case management system ($17,300), which facilitates registering, management and tracking of legal cases, as well as requirements for mobile office licenses ($4,900).

710. The increased requirements are attributable to the change in the standard service level agreements with OICT and the movement of mobile office licenses from communications.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$3.8	($5.4)	(58.7%)

711. An amount of $3,800 is proposed for training fees to access the virtual legal educational programme of the Practising Law Institute.

712. The reduced requirements are attributable to the movement of rental costs for printing and scanning equipment to facilities and infrastructure.

J. Department of Public Information

(a) Results-based-budgeting framework

713. The Department of Public Information, comprising the Office of the Under-Secretary-General, the Office of the Spokesperson for the Secretary-General, the Strategic Communications Division, the News and Media Division and the Outreach Division, will continue to provide communications advice, guidance and backstopping support to peacekeeping missions, including through field visits and training activities.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 90 per cent of the peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support (2014/15: 100 per cent; 2015/16: 90 per cent; 2016/17: 90 per cent) 3.2 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2014/15: 60 per cent; 2015/16: 60 per cent; 2016/17: 60 per cent)

Outputs

- 25 broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire
- Monthly uploading and hosting of 8 peacekeeping-related web videos on the UN Web TV and on the United Nations Channel on YouTube
- 5 feature stories per year on peacekeeping topics for the *UN in Action* series and distribution to broadcasters worldwide
- 2 in-depth reports on peacekeeping topics for the Department's monthly magazine
- Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed
- Strategic advice and backstopping support to 15 peacekeeping operations in collaboration with DPKO
- Field visits to 3 peacekeeping operations (MINUSCA, MINUSMA and UNMISS) to provide communications advice and support in situ
- Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Hosting, updating and maintenance, in collaboration with DPKO, of approximately 300 web pages on the peacekeeping website in English
- Coordination of maintenance of the peacekeeping website in the other five official languages of the United Nations
- Serving as mission focal point, in conjunction with DPKO and DFS, for the GSC-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- Outreach to 40 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

External factors

Peacekeeping, external partners and stakeholders will continue to work together in a timely manner with the Department on public information issues

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	**2**	–
P-3	–	–	–	–	–	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**4**	**–**	**–**	**–**	**4**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	550.4	611.3	628.4	17.1	2.8
II. Non-post resources					
General temporary assistance	11.3	31.3	32.0	0.7	2.2
Consultants	10.1	10.6	10.6	–	–
Official travel	31.4	57.2	57.2	–	–
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications	7.2	7.2	7.2	–	–
Information technology	36.9	37.0	37.0	–	–
Other supplies, services and equipment	–	1.0	1.0	–	–
Subtotal, II	**98.9**	**146.3**	**147.0**	**0.7**	**0.5**
Total	**649.3**	**757.6**	**775.4**	**17.8**	**2.3**

(d) Analysis of financial resource requirements[3]

	Cost estimates	*Variance*	
Posts	$628.4	$17.1	2.8%

714. The provision would cover the salaries, common staff costs and staff assessments for four posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$32.0	$0.7	2.2%

715. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for the Professional category and 1.5 person-months for the General Service category).

	Cost estimates	*Variance*	
Consultants	$10.6	–	–

716. An amount of $10,600 is proposed for the engagement of a consultant with technical expertise to conduct a one-week specialized training course for approximately 30 public information personnel from peacekeeping operations and Headquarters. A communications expert with practical knowledge of the most modern communications techniques and technology appropriate for field conditions is required to facilitate this workshop with the primary objective of providing participants with skills required to establish an effective public information capacity in peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$57.2	–	–

717. The official travel requirements are described in the paragraphs below.

718. An amount of $29,000 is proposed to travel to peacekeeping missions (MINUSCA, MINUSMA and UNMISS) to work directly with mission personnel on the development and improvement of communications strategies and to ensure effective implementation of the public information plan of action.

719. An amount of $28,200 is proposed to conduct and facilitate the one-week specialized training course in RSCE.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	–	–

720. An amount of $2,000 is proposed for the acquisition of office supplies for the four continuing posts.

	Cost estimates	Variance	
Communications	$7.2	–	–

721. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($5,000) and desktop phones ($2,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

	Cost estimates	Variance	
Information technology	$37.0	–	–

722. An amount of $37,000 is proposed to provide for: standard resources for the maintenance and repair of information technology equipment, based on the standard service level agreements established by OICT ($6,000); the support account share of the central information technology infrastructure costs ($5,200) derived from past expenditure patterns; and the acquisition of standard information technology equipment, including the acquisition of new and replacement of obsolete desktop and laptop computers and network printers ($800). The amount also includes specialized resources for software licences and fees for bandwidth and multimedia portal storage ($25,000).

	Cost estimates	Variance	
Other supplies, services and equipment	$1.0	–	–

723. An amount of $1,000 is proposed to cover training materials for the one-week training course in RSCE.

K. Department of Safety and Security

(a) Results-based-budgeting framework

724. The Department, comprising the Office of the Under-Secretary-General, the Division of Headquarters Security and Safety Services, the Division of Regional Operations and the Field Support Service, will continue to provide security policy guidance, security training and technical guidance to field personnel at peacekeeping missions.

725. The Department will continue to focus on implementing its mandate by providing security policy guidance, security training and technical guidance to field personnel in peacekeeping missions. In view of the evolving threat of extremism and other threats to the entire United Nations security management system, including peacekeeping missions, it is imperative to develop the operational preparedness and crises response capacity of the peacekeeping missions. In 2016/17, the Department will increase its focus on technical guidance on crises preparedness, responses and mitigation measures for the missions. Such guidance will be based on the United Nations system-wide approach to security aimed at managing security risks in order to enable United Nations system activities worldwide. Furthermore, in its report on the strengthened unified security management system for the United Nations (see A/59/539), the Advisory Committee on Administrative and Budgetary Questions called for an integrated security structure under the Under-Secretary-General for Safety and Security at each and

every United Nations duty station. Subsequently, the General Assembly, in its resolution 59/276, endorsed the conclusions and recommendations of the Advisory Committee. The conditions are now in place to move forward with the integration of the security structure, given the consolidation of the role of the Department in the past decade and as the Secretariat moves forward with the implementation of the new staff selection and mobility scheme. This consolidation of security resources under the Department's management will enable the Department to respond more effectively to the evolving and increasingly challenging security environment and enable missions and United Nations deployments globally to "stay and deliver" while meeting the Organization's duty of care to its personnel. This would be accomplished through: increased management capacity to position staffing resources where and when they are needed and scale up and down accordingly, increasing efficiency and effectiveness of limited resources; alignment of the responsibilities to achieve greater and focused accountability in the use of security resources; and greater visibility of safety and security costs through central management and reporting. To achieve an integrated safety and security structure, including in all peacekeeping missions, the Department has initiated the United Nations Secretariat Safety and Security Integration Project.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Full implementation in all peacekeeping missions of the security level system, security risk assessments, up-to-date minimum operating security standards and security plans (2014/15: not applicable; 2015/16: 90 per cent; 2016/17: 90 per cent)
	3.2 Full implementation of the United Nations Secretariat Safety and Security Integration Project, under the full reconfiguration of safety and security services components in all peacekeeping missions (2014/15: not applicable; 2015/16: 25 per cent; 2016/17: 100 per cent)

Outputs

- 21 visits to 15 field missions, GSC and RSCE, to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats
- Continual review of the security risk management process of 15 field missions, GSC and RSCE; provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials
- Provision of training on security management: facilitation of "designated official training" for the newly appointed heads of missions; provision of targeted security-related training during field visits based on gap analysis; organization of an annual workshop for 20 senior security personnel from field missions, GSC and RSCE
- 312 security DSS daily security reports delivered to United Nations security management system focal points, and regular provision of significant security incident reports on all field missions, GSC and RSCE
- 5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations

- Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of field missions
- Review and update of 7 training modules and 28 lessons on the analysis of security threat information and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions
- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force policy and tactics; the use of lethal and less lethal tactical measures; active shooter response; defensive/evasive driving; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation, automated external defibrillator, emergency trauma bag and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security; access control; screening procedures; and surveillance detection (3 peacekeeping missions, approximately 150 personnel)
- Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers at field missions
- 5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions
- Provision of needs assessment and stress management sessions for staff in 8 peacekeeping missions, and deployment of stress counsellors in 4 peacekeeping missions
- Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping missions
- Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and collaboration and coordination with Headquarters managers on the psychosocial aspects of crises, provision of counselling services and subsequent follow-up on all staff who need special measures, as well as provision of recommendations on case management
- Review and update of the benchmark validation of the safety and security job network to support the reconfiguration of security sections in all peacekeeping missions
- Reconfiguration of security sections in all peacekeeping missions in accordance with standardized guidance developed in the United Nations Secretariat Safety and Security Integration Project
- Provision of input to the annual report of the Secretary-General on safety and security on the status of implementation of the United Nations Secretariat Safety and Security Integration Project
- Conduct of 4 briefings to Member States to report progress on the United Nations Secretariat Safety and Security Integration Project
- Provision of input to the overview of the financing of the United Nations peacekeeping operations

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	1	–	–	–	**1**	–
P-4	6	–	–	–	**6**	–
P-3	5	–	–	–	**5**	–
P-2/P-1	1	–	–	–	**1**	–
Subtotal	**13**	**–**	**–**	**–**	**13**	**–**
General Service and related						
Principal level	–	–	–	–	**–**	–
Other level	2	–	–	–	**2**	–
Security service	3	–	–	–	**3**	–
Subtotal	**5**	**–**	**–**	**–**	**5**	**–**
Total, posts	**18**	**–**	**–**	**–**	**18**	**–**
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	**–**	–
D-1	–	–	–	1	**1**	1
P-5	–	–	–	1	**1**	1
P-4	–	–	–	1	**1**	1
P-3/P-2	–	–	–	–	**–**	–
Subtotal	**–**	**–**	**–**	**3**	**3**	**3**
General Service and related						
Principal level	–	–	–	–	**–**	–
Other level	–	–	–	–	**–**	–
Total, general temporary assistance positions	**–**	**–**	**–**	**3**	**3**	**3**
Total	**18**	**–**	**–**	**3**	**21**	**3**

(c) Justification of general temporary assistance positions

Office of the Under-Secretary-General

United Nations Secretariat Safety and Security Integration Project Team[10]

Senior Project Team Leader (1 D-1 position, new)

Senior Project Manager (1 P-5 position, new)

Project Manager (1 P-4 position, new)

726. The United Nations Secretariat Safety and Security Integration Project has been initiated to address the concerns and recommendations of the Advisory Committee on Administrative and Budgetary Questions in its report A/59/539, as endorsed by the General Assembly in its resolution 59/276, and as recalled and supported by the decisions of Secretary-General's Policy Committee in 2014 and 2015. The project will plan, design and coordinate the initial phase of the implementation of the integration of the security structure under the central management of the Under-Secretary-General for Safety and Security. Integrating the security structure under the Departments' central management is expected to: (a) increase efficiency and effectiveness by the better use of security resources; (b) enable the further professionalization of security and safety staff across the Secretariat through increased clarity of criteria and global management of mobility and career development; (c) better align operational needs, including crisis response, through a risk-based approach; and, as a result, (d) improve security service delivery that enhances the security and safety of personnel under the security management system and better supports mandate delivery in field missions and the global/regional service centres — a key requirement in dealing with the evolving and increasingly challenging global security environment.

727. The additional workload anticipated at Headquarters to implement the project involves the management of the project from start-up through the initial phase of implementation. Project management deals with the development, coordination, approval and initial implementation of four core objectives of the project in the areas of policy, management, human resources and finance, including the development of a framework for mobility and career development of the security workforce. Owing to the global nature of the project, the project management function must be conducted at Headquarters. Integration of the safety and security structure of the Department of Political Affairs, DPKO, DFS and DSS will have a direct impact on all field missions and global/regional service centres.

728. The current establishment of the Office of the Under-Secretary-General comprises 35 posts (1 USG, 1 ASG, 2 D-1, 3 P-5, 7 P-4, 4 P-3, 2 P-2/1, 3 GS (PL) and 12 GS (OL)), all funded from the regular budget. Within the existing staffing establishment of the Office, all Professional posts are earmarked and utilized by the Policy and Compliance Service, which has its own extensive portfolio. Within the Department, the diversion of current posts for the project management would affect the delivery of core safety and security services to the United Nations security management system, including peacekeeping missions.

729. In this context, it is proposed that a project management team be established for a period of one year, comprising three general temporary assistance positions

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[10] See also A/70/749, sect. VI.

(1 D-1, 1 P-5 and 1 P-4), to develop and implement the project. The project management is temporary in nature and for a period of 12 months. It is envisaged that the project will progress to the state where the project management team will no longer be required, and the work will be absorbed through the redeployment or reassignment of existing resources to the greatest extent possible by the end of the 2016/17 budget period.

730. Reporting to the Under-Secretary-General for Safety and Security, the Project Team Leader (D-1) would lead and direct the work of the project management team in the development and initial phased implementation of the project from start-up through the initial phase of implementation. He or she would design and ensure the implementation of the project's conceptual approach in all key policy, system and process areas, and serve as a principal interface at the senior level with project partners in the Secretariat, Member States and other stakeholders.

731. The Senior Project Manager (P-5) would support the Project Team Leader in carrying out his or her functions and provide project management of all aspects. He or she would assist in the design and implementation of the project's conceptual approach and lead in the design and development of critical project management products, with a focus on the project core objectives in the policy, management, finance, legal and human resources areas. The Senior Project Manager would serve as an interface at the senior and middle levels with project partners and stakeholders, with a focus on field missions and global/regional service centres.

732. The Project Manager (P-4) would focus on the project's core objectives in the policy, management and human resources areas related directly to the project. The Project Manager would serve as an interface at the middle levels with project partners and shareholders, with a focus on field missions and global/regional service centres.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	2 848.5	2 813.7	2 887.9	74.2	2.6
II. Non-post resources					
General temporary assistance	–	–	390.1	390.1	–
Official travel	576.4	763.0	787.6	24.6	3.2
Facilities and infrastructure	1.3	9.0	10.5	1.5	16.7
Communications	24.5	32.5	37.6	5.1	15.7
Information technology	46.0	50.0	56.9	6.9	13.8
Other supplies, services and equipment	33.0	29.6	5.0	(24.6)	(83.1)
Subtotal, II	**681.2**	**884.1**	**1 287.7**	**403.6**	**45.7**
Total	**3 529.7**	**3 697.8**	**4 175.6**	**477.8**	**12.9**

(e) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	**$2 887.9**	**$74.2**	**2.6%**

733. The provision would cover the salaries, common staff costs and staff assessments for the 18 posts. The increased requirements result from: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; and (c) the update of the standard salary costs.

	Cost estimates	Variance	
General temporary assistance	**$390.1**	**$390.1**	–

734. The provision would cover the salaries, common staff costs and staff assessments for the proposed establishment of three general temporary assistance positions. The additional requirements are attributable to the proposed establishment.

	Cost estimates	Variance	
Official travel	**$787.6**	**$24.6**	**3.2%**

735. The official travel requirements are described below.

736. An amount of $383,500 is proposed for the following mission planning/assessment/consultation activities: (a) carry out security assistance visits, brief senior management teams and review required analysis and planning processes and new security policies promulgated at all field missions, including GSC and RSCE ($189,800); (b) carry out strategic threat assessments or strategic security threat information liaison visits at five peacekeeping missions ($43,900); (c) conduct on-site assessments and verifications and assist in the delivery of training at five peacekeeping missions ($83,000); and (d) provide needs assessment and stress management sessions to promote productivity, resilience and workplace wellness of personnel at peacekeeping missions ($66,800).

737. An amount of $42,500 is proposed for the rapid deployment of stress counsellors for the provision of emergency critical incident stress management and needs assessment at four peacekeeping missions.

738. An amount of $33,100 is proposed for travel by firearms training instructors of the Security and Safety Service to attend a workshop at field missions to assess updated instruction programmes, firearms training and policy developments.

739. An amount of $328,500 is proposed for the following training activities: (a) conduct an instructor-led annual security workshop for 20 senior security personnel from 15 field missions ($40,300); (b) conduct two security analysis process and practice courses for a total of 40 security information analysts ($68,900); (c) conduct training on safety and security policies and procedures for security staff in the areas of the use of force, fire safety, hazardous materials equipment usage, prevention and evacuation procedures and other relevant safety matters ($174,800); and (d) conduct training and certification programmes for staff from field missions on critical incident stress prevention and management for

10 counsellors, and conduct three peer helper workshops for 30 staff at three peacekeeping missions to improve the psychosocial care at those missions ($44,500).

	Cost estimates	*Variance*	
Facilities and infrastructure	$10.5	$1.5	16.7%

740. An amount of $10,500 is proposed to provide for the acquisition of office supplies for 21 posts and positions.

741. The increase is attributable to the proposed new positions.

	Cost estimates	*Variance*	
Communications	$37.6	$5.1	15.7%

742. The amount of $37,600 is proposed to provide for commercial communications services and acquisition associated with mobile devices ($27,700) and desktop phones ($9,900), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

743. The increase is attributable to the proposed new positions.

	Cost estimates	*Variance*	
Information technology	$56.9	$6.9	13.8%

744. The amount of $56,900 is proposed to provide for the maintenance and repair of information technology equipment based on the standard service level agreements established by OICT ($31,500); the support account share of the central information technology infrastructure costs derived from past expenditure patterns ($19,000); and the acquisition and replacement of standard equipment ($6,400).

745. The increase is attributable to the proposed new positions.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$5.0	($24.6)	(83.1%)

746. An amount of $5,000 is proposed for training fees at Headquarters.

747. The reduced requirements are attributable to savings in costs for the certification of instructors in defensive/tactical evasive driver training in 2016/17, as all instructors were certified in the 2014/15 and 2015/16 periods.

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

(a) Results-based-budgeting framework

748. The Advisory Committee on Administrative and Budgetary Questions is responsible for the examination and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly for approval. The activities of the secretariat include the provision of

advice and technical support to the Advisory Committee on issues of policy and/or procedures and the drafting of the conclusions and recommendations set out in the Advisory Committee's reports. Its activities also include the examination and analysis of the proposals contained in the reports of the Secretary-General, and all relevant supplementary and background documentation for compliance with legislative mandates; and the definition of issues and administrative and financial regulations and rules for consideration by the Advisory Committee.

749. Additional activities include the scheduling of the sessions on peacekeeping operations and the departments and offices of the Secretariat funded from the support account, the Board of Auditors, the Independent Audit Advisory Committee and other relevant entities, including the coordination of the appearance of senior officials from those entities and others, as required. The secretariat carries out its activities in close collaboration with the departments of the Secretariat, including the examination, substantive analysis and clarification required in the preparation of the reports of the Advisory Committee, and priorities are determined by the recommendations of the General Assembly and the decisions of the Security Council.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports of the Advisory Committee are submitted within the deadline 1.2 100 per cent of the reports of the Advisory Committee are free of error

Outputs

- Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 190 meetings of the Advisory Committee
- Parliamentary documentation: production of approximately 32 reports
- Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	–	–	1	–	**1**	1
P-3/P-2	–	–	–	–	–	–
Subtotal	–	–	**1**	–	**1**	**1**

Category	Approved staffing 2015/16	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2016/17	Change
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Subtotal	–	–	–	–	–	–
Total, posts	–	–	1	–	1	1
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	1	–	(1)	–	–	(1)
P-3/P-2	–	–	–	–	–	–
Subtotal	2	–	(1)	–	1	(1)
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	2	–	(1)	–	1	(1)
Total	2	–	–	–	2	–

(c) Justification of posts

Conversion of one general temporary assistance position of Administrative Officer (P-4) to a post

750. The secretariat comprises 10 posts (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 GS (PL) and 2 GS (OL)) funded from regular budget and two general temporary assistance positions (1 P-5 and 1 P-4) funded from the support account.

751. Over the past several budget periods, the Advisory Committee has reviewed a progressively larger number of individual items relating to peacekeeping activities, including requests for resources, reform proposals and policy changes. The number of Committee meetings covering peacekeeping matters has risen from 113 to 190, a 68 per cent increase, in the last four budget cycles, a trend that is commensurate with an overall increase in and the magnitude of resources allocated for peacekeeping missions, GSC and the support account for peacekeeping.

752. The Advisory Committee has also noted that peacekeeping operations have grown in terms of the breadth of mandates and roles (see A/64/660, para. 14). Security Council mandates are becoming more involved, with a growth in the number of multidimensional, integrated missions, incorporating sizable substantive components in areas such as human rights, the rule of law and demining. On the support side, recent initiatives such as the implementation of a global field support strategy, the introduction of IPSAS, and the implementation of Umoja in peacekeeping missions, are generating administrative and management issues of an increasingly technical and challenging nature, including questions around technology usage, regional and/or

shared service delivery, organizational resilience, asset valuation and reporting, mission staffing and leadership models.

753. In the light of the foregoing analysis, and considering that the prevailing challenges related to the peace and security situation around the world are expected to continue into the foreseeable future, it is expected that the Advisory Committee will continue to devote approximately 30 per cent of its overall workload to peacekeeping-related work and will require the maintenance of its current level of support account resources. For 2016/17 it is estimated that 45 to 50 reports related to peacekeeping will be submitted to the Advisory Committee for its consideration.

754. In this context, based on the determination that the requirement for the general temporary assistance Administrative Officer (P-4) position, established in 2010/11, is of a continuing nature and having been continued for five years, it is proposed that the position be converted to a post to continue to assist the Advisory Committee in providing high-quality services to the General Assembly in a timely manner.

(d) Justification of general temporary assistance positions

Senior Administrative Officer (1 P-5 position, continuation)

755. The approval of a general temporary assistance position of Senior Administrative Officer (P-5) in 2015/16 has provided a higher level of expertise in the areas of peacekeeping budgeting, management and administration to cope with the growing workload, as well as supervision and quality assurance capability for the lower-level administrative management officers in the secretariat.

756. The Senior Administrative Officer allows for a more efficient distribution of workload among the secretariat staff, thereby enabling timelier and better quality reports. Furthermore, the officer allows the Executive Secretary and the Deputy Executive Secretary to focus more on overall management and supervisory tasks, and the provision of support and assistance to the Chair and members of the Committee. Based on the analysis as articulated above on the continuing nature of the high workload and the benefits that the Senior Administrative Officer provides to the Advisory Committee, it is proposed that the general temporary assistance position be continued in the 2016/17 period.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2014/15)	*Apportionment (2015/16)*	*Cost estimates (2016/17)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	198.0	198.0	–
II. Non-post resources					
General temporary assistance	258.5	317.0	223.9	(93.1)	(29.4)
Facilities and infrastructure	0.8	1.0	1.0	–	–
Communications	–	3.2	2.7	(0.5)	(15.6)
Information technology	2.4	3.4	3.5	0.1	2.9
Subtotal, II	**261.7**	**324.6**	**231.1**	**(93.5)**	**(28.8)**
Total	**261.7**	**324.6**	**429.1**	**104.5**	**32.2**

(f) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$198.0	$198.0	–

757. The provision would cover the salary, common staff costs and staff assessment for one post. The increased requirements are attributable primarily to the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	Variance	
General temporary assistance	$223.9	($93.1)	(29.4%)

758. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The decreased requirements are attributable primarily to: (a) the proposed conversion of one general temporary assistance position to a post; (b) the application of higher vacancy factors; offset in part by (c) the estimation of higher common staff costs; and (d) the update of the standard salary costs.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	–	–

759. An amount of $1,000 is proposed to provide for the acquisition of office supplies.

	Cost estimates	Variance	
Communications	$2.7	($0.5)	(15.6%)

760. An amount of $2,700 is proposed to provide for commercial communications services associated with mobile devices ($1,900) and desktop phones ($800). The reduced requirements are attributable to non-recurrent communications costs for the new position budgeted in the previous period.

	Cost estimates	Variance	
Information technology	$3.5	$0.1	2.9%

761. An amount of $3,500 is proposed to provide for the maintenance and repair of information technology equipment based on the standard service level agreements established by OICT ($2,200); the support account share of the central information technology infrastructure costs derived from past expenditure patterns ($500); and the standard replacement of equipment ($800).

M. Office of the United Nations High Commissioner for Human Rights

(a) Results-based-budgeting framework

762. The Office of the United Nations High Commissioner for Human Rights comprises the Office of the Under-Secretary-General, the Field Operations and Technical Cooperation Division, the Research and Right to Development Division,

the Human Rights Treaties Division and the Human Rights Council and Special Procedures Division.

763. In 2016/17, the Office is proposing to strengthen the capacity of the Peace Missions Support Section. In this context, the Section will improve responsiveness to DPKO/DFS and peacekeeping operations through continuing the establishment of required core desk backstopping capacity for human rights mandate implementation in current peacekeeping operations, specifically for missions in Eastern Africa.

764. Priorities for the period include supporting the United Nations-African Union peacekeeping partnership through providing human rights expertise for the planning and deployment of African Union peacekeeping operations, including on the mission readiness of troops operating under Security Council mandates, as described in detail in section (c) below.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations and specific actions related to human rights (2014/15: 100 per cent; 2015/16: 100 per cent; 2016/17: 100 per cent)
	1.2 Increase in the number of requests from Member States for briefings and documented reports on human rights (2014/15: 23; 2015/16: 23; 2016/17: 33)

Outputs

- 8 regular country reports of the Secretary-General to the Security Council include recommendations on human rights
- 1 regular report of the Secretary-General on the protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali, the Central African Republic, South Sudan and Sudan (Darfur), and recommendations on measures to protect civilians
- 10 briefings to United Nations intergovernmental bodies and Member States, on human rights developments in countries with a peacekeeping mission
- 4 briefings to United Nations departments, agencies, funds, programmes and regional organizations and contact groups on human rights-related issues and activities at peacekeeping operations
- 2 briefings to troop-contributing and police-contributing countries on human rights trends and developments in United Nations peacekeeping, including on the human rights due diligence policy, on United Nations support to non-United Nations forces

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of human rights officers, including specialist functions, within the time frame required for the establishment of new peacekeeping operations or in response to a crisis situation (2014/15: no new mission was established; 2015/16: not applicable; 2016/17: 60 days)

Outputs

- 3 strategic and technical assessments to establish human rights needs for new mandated operations
- 1 predeployment mission to establish human rights components for new operations, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel
- 1 surge capacity deployment of staff to fill significant gaps or assist human rights components in a crisis situation
- Blueprint for establishing minimum human rights operational capacity in new peacekeeping operations; and advanced headquarters concepts are developed and specialist profiles identified

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 6 mission concepts, strategic frameworks, staffing reviews and budgets are updated to reflect human rights priorities (2014/15: 4; 2015/16: 4; 2016/17: 6)
	3.2 Human rights advice and content are increasingly integrated in peacekeeping policies, training and inductions for civilian, military and police personnel (2014/15: achieved; 2015/16: advice and content integrated into 15 new policies and training materials issued by DPKO/DFS; 2016/17: advice and content integrated into 15 new policies and training materials issued by DPKO/DFS)
	3.3 Peacekeeping operations have tools and mechanisms to further compliance with human rights-related policies and mechanisms and the African Union is supported in the integration of human rights in its operations (2014/15: not applicable; 2015/16: 2; 2016/17: 5)
	3.4 Senior peacekeeping posts are more systematically and consistently screened under the policy on human rights screening of United Nations personnel (2014/15: not applicable; 2015/16: not applicable; 2016/17: 75 requests)

Outputs

- Technical review on human rights issues is provided for 8 public reports drafted by human rights components of peace operations prior to their transmission to national authorities
- Monthly advice to human rights components of peacekeeping operations on the integration of human rights according to developments in the respective mission areas and in the context of support to national authorities in their engagement with United Nations human rights mechanisms

- Monthly consultations with human rights components on the conduct of risk assessments, to support the development of standard operating procedures and the establishment of mission-based monitoring mechanisms for the implementation of the human rights due diligence policy
- 8 strategic and technical support visits to peacekeeping operations in the context of planning exercises and to provide operational support for the effective integration of human rights in peacekeeping operations
- Quarterly consultations on developments affecting the integration of human rights in the context of peacekeeping operations, to establish strategic priorities and facilitate planning by human rights components
- Monthly advice to the African Union to integrate human rights in the planning of African Union peacekeeping operations and the deployment of military and police or in the context of rehatting processes for United Nations peacekeeping operations
- 2 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 1 human rights training session is delivered as part of DPKO predeployment training-of-trainers courses organized for police and military personnel; and 2 specialized training courses on human rights are organized for uniformed peacekeeping personnel (40 participants)
- 2 consultations to provide human rights operational guidance to peacekeeping military and police personnel
- Regular support to human rights components to conduct research and provide human rights information to enable the carrying out of risk assessments; and development of 2 standard operating procedures for the implementation of the human rights due diligence policy
- Responses are provided more systematically and consistently to 75 requests from United Nations recruiting entities to assist in their information collection and assessment for human rights screening of candidates of senior positions in peacekeeping operations
- 100 United Nations staff at Headquarters and in Geneva receive briefings on the human rights screening policy and methodology relevant to the human rights screening of prospective peacekeeping personnel; and briefing materials are developed

(b) Human resources requirements

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	***Total proposed 2016/17***	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	**–**	–
P-5	1	–	–	–	**1**	–
P-4	4	–	–	3	**7**	3
P-3	2	–	–	1	**3**	1
P-2/P-1	–	–	–	–	**–**	–
Subtotal	**7**	**–**	**–**	**4**	**11**	**4**

Category	*Approved staffing 2015/16*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	***Total proposed 2016/17***	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	**1**	–
Subtotal	**1**	–	–	–	**1**	–
Total	**8**	–	–	**4**	**12**	**4**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	**1**	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	**1**	–	–	–	**1**	–
Grand total	**9**	–	–	**4**	**13**	**4**

(c) Justification of posts

Field Operations and Technical Cooperation Division

Peace Mission Support Section — New York

Establishment of one new post (1 P-4 Human Rights Officer)

765. The Field Operations and Technical Cooperation Division geographic desks are mandated to cover the human rights situation in countries in response to specific mandates from the Human Rights Council, including its thematic and country-specific special procedures mandates, mandates for technical cooperation and the universal periodic review, to support the High Commissioner's country engagement strategy and provide country-specific information to treaty bodies. OHCHR geographic desks also support OHCHR field presences outside the peace and security agenda, including 15 stand-alone country offices, 12 regional offices and 24 human rights advisers to United Nations country teams. Desk officers carry a portfolio of up to eight countries at a time. Peacekeeping operations in Eastern Africa, namely UNMISS and UNAMID, which represent more than one quarter of the peacekeeping budget — are currently only supported on an ad hoc basis by diverting OHCHR resources from their original functions.

766. The approved establishment of the Peace Mission Support Section comprises seven posts (1 P-5, 3 P-4, 2 P-3 and 1 GS (OL)) and one general temporary assistance position (1 P-4) funded from the support account. The Division has

temporarily diverted two Human Rights Officers from covering Human Rights Council mandates to provide what support they can to UNAMID and UNMISS, yet in the light of the dire human rights situation in South Sudan and the Sudan, including in areas with no peacekeeping operation that are still covered by the High Commissioner's mandate, and the heavy requirement on the Office to service mandates emanating from the human rights mechanisms, and their ongoing prioritization by the High Commissioner, the Human Rights Council and Member States, these desk officers do not manage to provide adequate backstopping support to UNMISS and UNAMID. This ad hoc solution is not commensurate with the expectations of Member States for United Nations engagement in, and Security Council mandates for, these country situations. OHCHR is not in a position to provide UNMISS and UNAMID with the day-to-day, substantive and technical expertise required.

767. In this context, it is proposed that one post (P-4 Human Rights Officer) be established in the Peace Mission Support Section located in New York to provide the necessary, dedicated backstopping to the human rights components of UNMISS and UNAMID. This would allow for improved mandate implementation in these peacekeeping operations and for the existing resources of OHCHR to fully resume their intended functions in line with the High Commissioner's thematic priorities and United Nations human rights mechanisms, including support to the Human Rights Council and treaty bodies.

768. The requested Human Rights Officer (P-4) would provide advice and support to UNMISS, UNAMID, DPKO and OHCHR on appropriate mandates tailored to these complex human rights situations, the implementation of mandated human rights activities in UNMISS and UNAMID, the application of international human rights and humanitarian law in South Sudan and Darfur, including to pursue accountability for gross human rights violations, and human rights activities towards the protection of civilians. The incumbent would formulate strategies and policies for human rights activities in UNMISS and UNAMID; provide human rights advice on technical guidance from United Nations human rights mechanisms; prepare written outputs and review and input to the regular human rights reports on UNMISS and UNAMID; coordinate action between the United Nations human rights mechanisms and NGOs; and ensure effective communication and flow of human rights information on South Sudan and the Sudan to DPKO, the Security Council and Member States. In addition, the incumbent would support the human rights components in meeting their reporting obligations under the monitoring, analysis and reporting arrangements on conflict-related sexual violence and the monitoring and reporting mechanism on grave violations against children, and in reporting to the Security Council; and provide analysis on the human rights situation and engagement in South Sudan and Darfur to stakeholders, including the troop- and police-contributing countries.

Redeployment of two posts (2 P-4 Human Rights Officer) from the Africa Branch in Geneva to the Peace Mission Support Section in New York

769. Two Human Rights Officer posts (2 P-4) in the Field Operations and Technical Cooperation Division Africa Branch located in Geneva were approved in 2015/16 to provide backstopping support to MINUSMA and MINUSCA and neighbouring peacekeeping operations. With the approval of the establishment of the Peace Mission Support Section in New York and the corresponding consolidation of

OHCHR functions in support of peacekeeping in this New York-based Section, it has now become evident that this dedicated mission-backstopping capacity, which requires daily interaction with DPKO/DFS integrated operational teams, will have a greater impact being embedded in the Section in New York, closer to DPKO/DFS and related working groups and processes, the Security Council and troop- and police-contributing countries, and integrated into the structure where OHCHR functions in support of peacekeeping are located.

770. In this context, it is proposed that two posts (2 P-4 Human Rights Officer) from the Africa Branch in Geneva be redeployed to the Peace Mission Support Section in New York. The incumbents provide substantive human rights advice and support to MINUSMA, MINUSCA, neighbouring peacekeeping operations, DPKO and OHCHR on the implementation of mandated human rights activities in MINUSMA and MINUSCA, the application of international human rights and humanitarian law in Mali and the Central African Republic, and on human rights activities in respect of the protection of civilians. Integrating these Human Rights Officers (P-4) into the Peace Mission Support Section in New York, alongside the dedicated strategic planning and policy implementation expertise of the Section, would allow for greater synergy and would maximize service to MINUSMA, MINUSCA, DPKO/DFS and the integrated operational teams and allow for better backstopping to human rights components on mandate implementation.

Peace Mission Support Section — Addis Ababa

Establishment of one new post (1 P-4 Human Rights Officer)

771. The joint United Nations-African Union partnership on peacekeeping is now demanding specialized human rights support from OHCHR beyond the current capacity of UNOAU, as identified by the African Union and UNOAU. The African Union has increasingly been requesting United Nations support in respect of integrating human rights and protection analysis in the planning for and deployment of its peacekeeping or United Nations-African Union joint operations, and ensuring the mission readiness of its troops, including in integrating United Nations standards and policies.

772. The approved establishment of the Peace Mission Support Section comprises seven posts (1 P-5, 3 P-4, 2 P-3 and 1 GS (OL)) and one general temporary assistance position (1 P-4) funded from the support account, and the Office has no excess capacity to allocate a post in Addis Ababa. The UNOAU also does not have the specific capacity to undertake analysis on patterns and trends of human rights violations, including threats of physical violence to civilian populations, and to identify appropriate responses to human rights protection threats and incorporate these into joint strategic planning for African Union military and police deployments. The Office will require strengthening its capacity to contribute to the overall commitment of the Organization to strengthening arrangements that enable effective delivery by the African Union to integrate human rights in their peacekeeping operations or where United Nations peace operations deploy alongside or after African Union missions. The Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security reflects the needs in these areas.

773. In this context, the establishment is proposed of one post (P-4 Human Rights Officer) to be based in Addis Ababa, co-located within UNOAU and in line with its

mandate, to ensure that human rights analysis is included in DPKO/DFS and UNOAU planning for the deployment of joint United Nations-African Union or United Nations-supported African Union peace operations mandated by the Security Council. The incumbent would lead UNOAU efforts to build the human rights capacity of relevant African Union counterparts in their translation of human rights priorities into concepts of operations and rules of engagement to implement Security Council mandates, and would support UNOAU in assessing appropriate programmes of work, staffing structures, and budget resources for the integration of human rights in such operations. The co-location within UNOAU would provide the Office with immediate human rights technical advice regarding the establishment of coordination mechanisms between United Nations and African Union operations operating in the same geographic areas, where applicable, and during African Union-to-United Nations transitions in order to ensure the sharing of information and joint analysis for maximum efficiency and delivery on Security Council mandates, including for the protection of civilians. The incumbent would mainstream human rights analysis and integrate existing policy frameworks in the technical support provided by UNOAU to relevant African Union counterparts in their conceptualization and planning for the human rights components of African Union operations, and would support the development of operational guidance and practitioners tools to support human rights integration in joint United Nations-African Union planning processes. The incumbent would also be responsible for facilitating the sharing of information with relevant OHCHR counterparts related to planning processes, gather best practices and contribute to lessons learned relevant to human rights planning for peacekeeping operations mandated by the Security Council, including for the establishment and work of human rights components.

774. He or she would also coordinate United Nations efforts to build the capacity of the African Union mission planners and African Union troop- and police-contributing countries to integrate human rights policies and frameworks, including the human rights due diligence policy, into its operations planning processes and provide technical advice to relevant counterparts in the African Union and to troop- and police-contributing countries on the implications of frameworks, procedures and mechanisms for United Nations-African Union cooperation. The incumbent would thereby be able to provide operational guidance to UNOAU leadership and to DPKO/DFS as appropriate, on African Union troop readiness, including as it relates to the provision of United Nations support to African Union peacekeeping operations during the planning and deployment of African Union forces.

Research and Right to Development Division

Methodology, Education and Training Section — New York

Redeployment of one post (1 P-4 Human Rights Officer) from Geneva to New York

775. One Human Rights Officer (1 P-4) post in the Methodology, Education and Training Section of the Research and Right to Development Division located in Geneva was approved in 2013/14 to strengthen the capacity of OHCHR to design and support the delivery of human rights training to police and military personnel. As part of ongoing efforts to consolidate OHCHR functions in support of peacekeeping operations in New York, it is proposed that this post be redeployed to the OHCHR New York Office in the course of the next budget cycle, as feasible, together with the other regular budget post in the Section. This would ensure closer

links and daily interaction and coordination with DPKO/DFS and other New York-based counterparts as well as more coherent and effective service to peacekeeping operations and their personnel. The post would maintain a reporting line to the Division to ensure coordination on policy, methodology and training matters.

Methodology, Education and Training Section — Geneva

Establishment of two new posts (1 P-4 Human Rights Officer and 1 P-3 Human Rights Officer)

776. In late 2012, the Secretary-General adopted a policy on human rights screening of United Nations personnel. The policy provides that the United Nations will not select nor deploy for service any individual who has been involved in prior criminal offences and violations of international human rights or humanitarian law. Consistent with the Charter of the United Nations, the Secretariat is committed to ensuring that all personnel serving with the United Nations meet the highest standards of efficiency, competence and integrity, including respect for and commitment to human rights. Systematic and consistent human rights screening is key to ensure the highest standards of integrity of United Nations personnel, and to minimize reputational risk for the Organization. In 2013, the Secretary-General informed the permanent missions of Member States of the policy by note verbale, and encouraged their full cooperation for the effective implementation of this policy to serve the interest of the United Nations as a whole.

777. Recruiting entities, including DPKO, are responsible for decisions about the recruitment and deployment of candidates to their respective positions. According to the policy, recruiting entities may seek the assistance of other United Nations entities in the screening process, including OHCHR, by seeking information available to such entities relevant to the human rights background of candidates. To support the consistent implementation of the policy and ensure that decisions are based on coherent approaches vis-à-vis all candidates for United Nations positions, the Secretary-General also established a working group on human rights screening that is responsible for overseeing the development of implementation guidance and establishing appropriate procedures and methodologies for screening. In 2015, following a review of the implementation of the policy, the Secretary-General acknowledged that human rights screening could not be adequately and consistently achieved within existing resources. The initial implementation phase demonstrated that, in addition to resources related to guidance development, each request for information to support screening requires several days or weeks to process and needs to be undertaken within tight deadlines. These functions are undertaken by staff with other full-time responsibilities. The Secretary-General thus decided to establish a screening entity to ensure systematic and consistent proactive screening, which would be hosted by OHCHR and function as a service to the whole United Nations system, including DPKO. While the majority of screening requests emanate from peacekeeping contexts, the current approved establishment of the entity does not yet include any post funded from the support account to provide dedicated support to backstop peacekeeping operations.

778. In this context, it is proposed that two posts (1 P-4 and 1 P-3 Human Rights Officer) be established in OHCHR in Geneva.

779. The Human Rights Officer (P-4) would conduct research, in consultation with relevant OHCHR offices and other United Nations entities, on candidates, and

consolidate and analyse information; draft the presentation of available information as necessary, ensure accuracy of content, coherence and consistency with OHCHR methodology and apply standardized research and analysis methods; ensure respect of confidentiality protocols within OHCHR and in contacts with recruiting entities and information providers; and coordinate work planning and reporting.

780. The Human Rights Officer (P-3) would develop, review and update methodological tools, guidelines, procedures and reference materials on human rights screening, including due process aspects, for use by the screening entity, DPKO as the recruiting entity and other information providers under the policy; assist in consolidating and analysing information; ensure the accuracy of content, coherence and consistency with OHCHR methodology; establish and maintain a database listing all requests received and responded to, with relevant dates and information in a searchable format, and support enhancing the interface between this and other databases across the Secretariat for purposes of screening; and develop briefing materials and conduct briefings for OHCHR and DPKO staff to raise awareness of the policy.

(d) Justification of general temporary assistance positions

Field Operations and Technical Cooperation Division

Peace Mission Support Section (New York)

Human Rights Officer (1 P-4 position, continuing)

781. It is proposed that the general temporary assistance position of one Human Resource Planning Officer (P-4) be continued in 2016/17. The incumbent would continue to develop and deliver a model staffing table for human rights components and a baseline model for staffing and deployment in the start-up phase of peacekeeping operations. This model will identify generic and specific human rights functions and required staffing levels and structures, including in the core areas of human rights investigation, monitoring and reporting, on conflict-related sexual violence, and protection of civilians, and is to include baseline workload analysis. This analysis will serve as a baseline/template for planning of human rights staffing and related budgetary needs of new peacekeeping operations. It will also feed into the development of the concept of rapidly deployable mission headquarters being developed by DPKO/DFS to ensure the inclusion of adequate human rights capacity. With the analysis, the Human Resource Planning Officer would be able to assist and advise human rights components with translating mandated tasks into budget resource requirements, including in their presentation to legislative bodies and defence. The incumbent would also continue to carry out a functional profiling of rostered candidates for human rights positions, which is an ongoing process owing to new candidates being added to the roster on a regular basis. The profiling will enable OHCHR to continue to identify human rights specialist functions for deployment in response to peacekeeping operations' needs, namely in the areas of protection of civilians, investigation, reporting, conflict-related sexual violence, child protection and transitional justice. The incumbent would also continue to carry out analysis on the demand for specialist functions and in turn advise DFS on targeted outreach activities; and recommend strategies to build the capacity of current human rights staff in peacekeeping operations and on the adequacy of human rights roster for the deployment of such expertise, especially with regard to protection functions. The continuation of the position would also facilitate a faster

identification of appropriate human rights expertise in the roster for deployment and inform the development of evaluation tools needed for the assessment of candidates to those functions.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2014/15)	Apportionment (2015/16)	Cost estimates (2016/17)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	492.5	1 231.5	1 880.2	648.7	52.7
II. Non-post resources					
General temporary assistance	179.5	109.3	189.9	80.6	73.7
Official travel	223.3	238.6	286.3	47.7	20.0
Facilities and infrastructure	0.6	93.9	121.2	27.3	29.1
Communications	5.2	41.1	22.2	(18.9)	(46.0)
Information technology	3.7	19.2	75.4	56.2	292.7
Other supplies, services and equipment	5.0	50.0	14.0	(36.0)	(72.0)
Subtotal, II	**417.3**	**552.1**	**709.0**	**156.9**	**28.4**
Total	**909.8**	**1 783.6**	**2 589.2**	**805.6**	**45.2**

(f) Analysis of financial resource requirements[3]

	Cost estimates	Variance	
Posts	$1 880.2	$648.7	52.7%

782. The provision would cover the salaries, common staff costs and staff assessments for the 12 posts. The increased requirements are attributable primarily to: (a) the application of lower vacancy factors for the Professional category; (b) the estimation of higher common staff costs; (c) the update of the standard salary costs; and (d) the proposed establishment of four new posts.

	Cost estimates	Variance	
General temporary assistance	$189.9	$80.6	73.7%

783. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The increased requirements are attributable primarily to: (a) the estimation of higher common staff costs; (b) the update of the standard salary costs; and (c) the application of lower vacancy factors applied to the position approved in the 2015/16 period.

	Cost estimates	Variance	
Official travel	$286.3	$47.7	20.0%

784. The official travel requirements are described below.

785. The amount of $178,400 is proposed for travel under the following mission planning/assessment/consultation activities: consultations on developments affecting the integration of human rights in the context of peacekeeping operations, to establish strategic priorities and facilitate planning ($43,400); participation in strategic and technical assessment missions to establish human rights needs for peacekeeping operations ($39,500); participation in strategic and technical support visits to peacekeeping operations in the context of planning exercises and to provide operational support for the integration of human rights in peacekeeping operations ($86,600); and consultations at the field level on human rights operational guidance to peacekeeping military and police personnel ($8,900).

786. The amount of $63,100 is proposed for travel to undertake the following technical support activities: providing for surge capacity deployment of staff to fill significant gaps or to assist human rights components in crisis situations ($13,900); providing for specialized strategic, technical or operational support and advice to human rights components of peacekeeping operations on the integration of human rights, including in the context of support to national authorities in their engagement with United Nations human rights mechanisms ($23,100); providing for consultations with human rights components on the conduct of risk assessments to support the development of standard operating procedures and the establishment of mission-based monitoring mechanisms for the implementation of the human rights due diligence policy ($26,100).

787. The amount of $3,700 is proposed for travel to hold consultations with United Nations and non-United Nations partners on human rights developments in peacekeeping contexts, including, among other things, as they relate to the implementation of policies and their impact, and to strengthen cooperation with regional actors on peacekeeping.

788. The amount of $41,100 is proposed for travel to undertake the facilitation of specialized training-of-trainers courses on human rights for police and military personnel, and specialized training courses on human rights for peacekeeping personnel.

789. The increased requirements are attributable to the proposal to establish four new posts to conduct activities with travel implications.

	Cost estimates	*Variance*	
Facilities and infrastructure	$121.2	$27.3	29.1%

790. An amount of $121,200 is proposed to provide for the rental of office premises, common services and non-recurring requirements for alterations and furniture in connection with the proposed new posts and the acquisition of office supplies.

791. The increased requirements are attributable to the proposal to establish four new posts in Geneva, New York and Addis Ababa.

	Cost estimates	*Variance*	
Communications	$22.2	($18.9)	(46.0%)

792. An amount of $22,200 is proposed to provide for charges for commercial communications services and the acquisition of equipment ($7,200); and for the design, layout and printing of human rights materials related to promotion and training ($15,000).

793. The reduced requirements are attributable primarily to the movement of costs relating to: acquisition of equipment from communications to information technology, offset in part by layout and print services from other supplies, services and equipment to communications.

	Cost estimates	*Variance*	
Information technology	$75.4	$56.2	292.7%

794. An amount of $75,400 is proposed to provide for standard resources for the maintenance and repair of information technology equipment, based on the standard service level agreements established by OICT and the acquisition of standard equipment ($24,300); an extension to the profiling module of the human rights cases database ($38,600), and the design of an online human rights training module ($12,500).

795. The increased requirements are attributable primarily to the movement of costs relating to the human rights database from communications; and the additional proposal to design an online human rights training module.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$14.0	($36.0)	(72.0%)

796. An amount of $14,000 is proposed to cover the conference services for the organization of workshops and annual consultations. The reduced requirements are attributable primarily to the movement of layout and print services to communications.

IV. Action to be taken by the General Assembly

797. **The actions to be taken by the General Assembly are as follows:**

(a) To approve the support account requirements in the amount of $332,141,600 for the 12-month period from 1 July 2016 to 30 June 2017;

(b) To apply the unencumbered balance of $1,880,700 in respect of the financial period from 1 July 2014 to 30 June 2015 to the support account requirements for the period from 1 July 2016 to 30 June 2017;

(c) To apply the total amount of other income amounting to $2,328,300, comprising interest income ($567,400), other miscellaneous income ($78,200), cancellations of prior-period obligations ($1,658,200) and prior-period adjustments ($24,500), in respect of the period from 1 July 2014 to 30 June

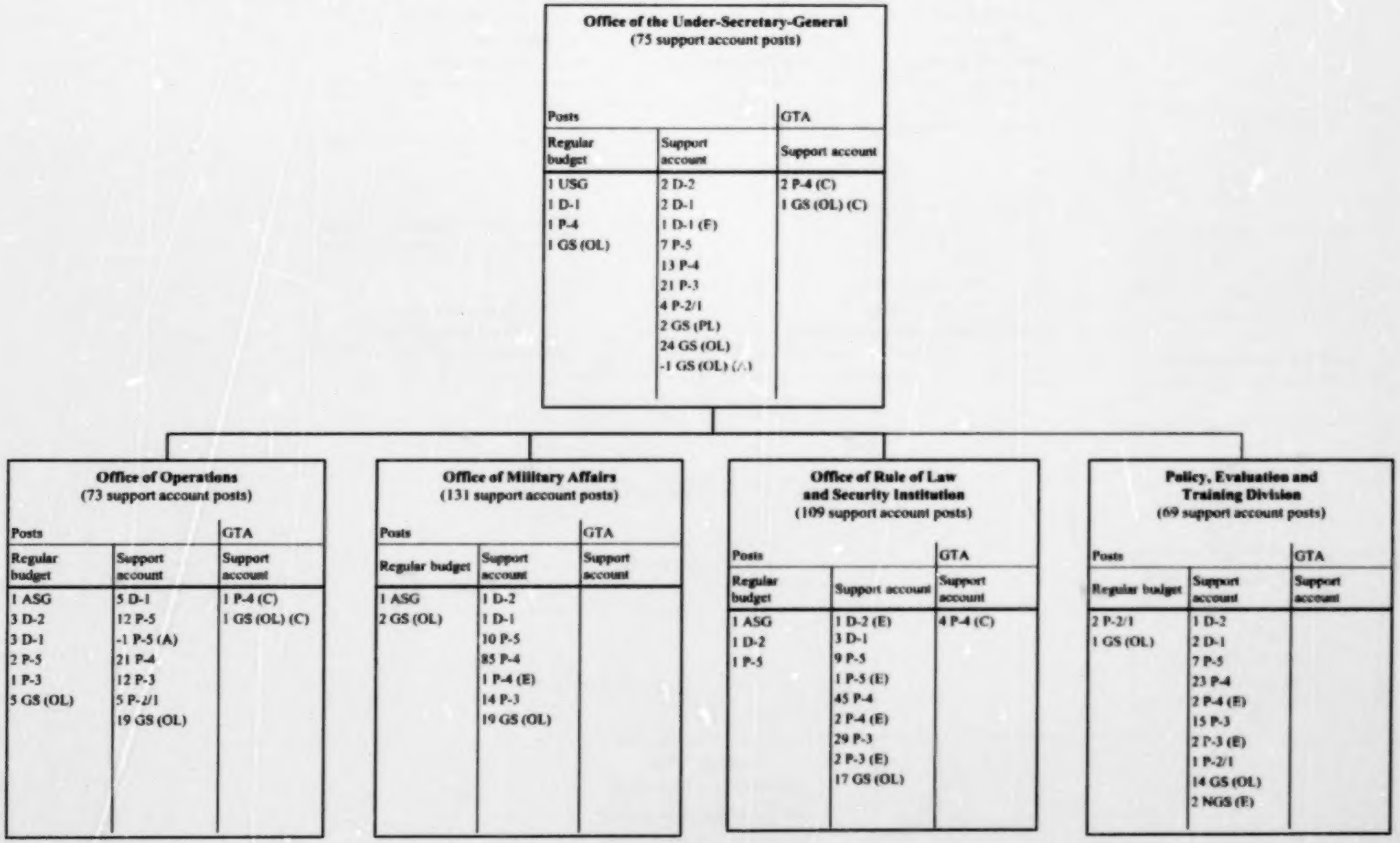
2015 to the support account requirements for the period from 1 July 2016 to 30 June 2017;

(d) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2015, in the amount of $910,600, to the support account requirements for the period from 1 July 2016 to 30 June 2017;

(e) To prorate the balance of $327,022,000 among the budgets of the active peacekeeping operations for the financial period from 1 July 2016 to 30 June 2017.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(75 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 P-4 1 GS (OL)	2 D-2 2 D-1 1 D-1 (F) 7 P-5 13 P-4 21 P-3 4 P-2/1 2 GS (PL) 24 GS (OL) -1 GS (OL) (A)	2 P-4 (C) 1 GS (OL) (C)

Office of Operations
(73 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 3 D-1 2 P-5 1 P-3 5 GS (OL)	5 D-1 12 P-5 -1 P-5 (A) 21 P-4 12 P-3 5 P-2/1 19 GS (OL)	1 P-4 (C) 1 GS (OL) (C)

Office of Military Affairs
(131 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS (OL)	1 D-2 1 D-1 10 P-5 85 P-4 1 P-4 (E) 14 P-3 19 GS (OL)	

Office of Rule of Law and Security Institution
(109 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	1 D-2 (E) 3 D-1 9 P-5 1 P-5 (E) 45 P-4 2 P-4 (E) 29 P-3 2 P-3 (E) 17 GS (OL)	4 P-4 (C)

Policy, Evaluation and Training Division
(69 support account posts)

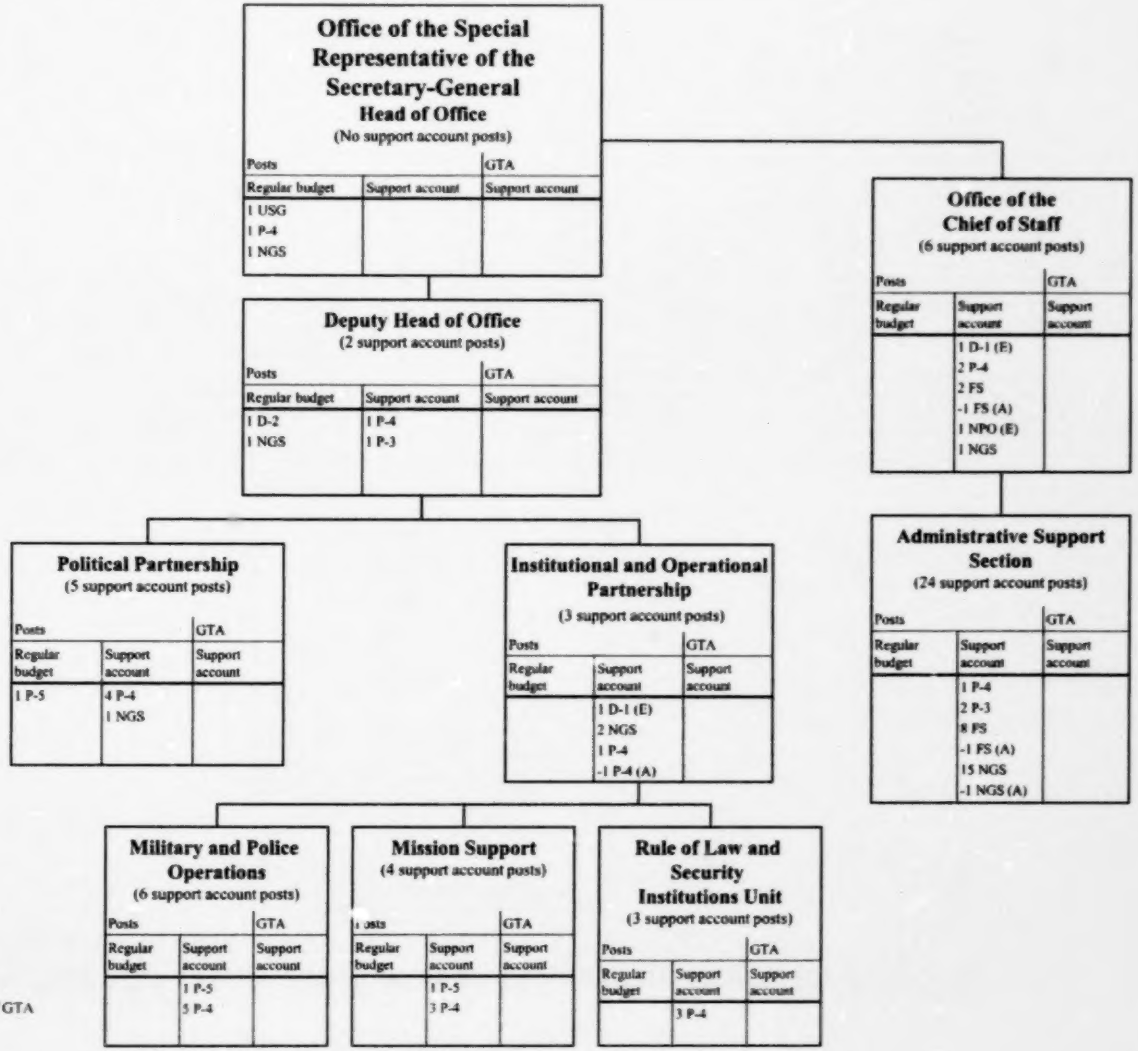
Posts		GTA
Regular budget	Support account	Support account
2 P-2/1 1 GS (OL)	1 D-2 2 D-1 7 P-5 23 P-4 2 P-4 (E) 15 P-3 2 P-3 (E) 1 P-2/1 14 GS (OL) 2 NGS (E)	

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, local level; NGS, national General Service staff; NPO, National Professional Officer; SS, Security Service; USG, Under-Secretary-General.

E: Establishment	A: Abolishment
RA: Reassignment	V: Conversion
PC: Reclassification	C: Continuation of GTA
RD: Redeployment	N: New GTA

Annex II

Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2016 to 30 June 2017

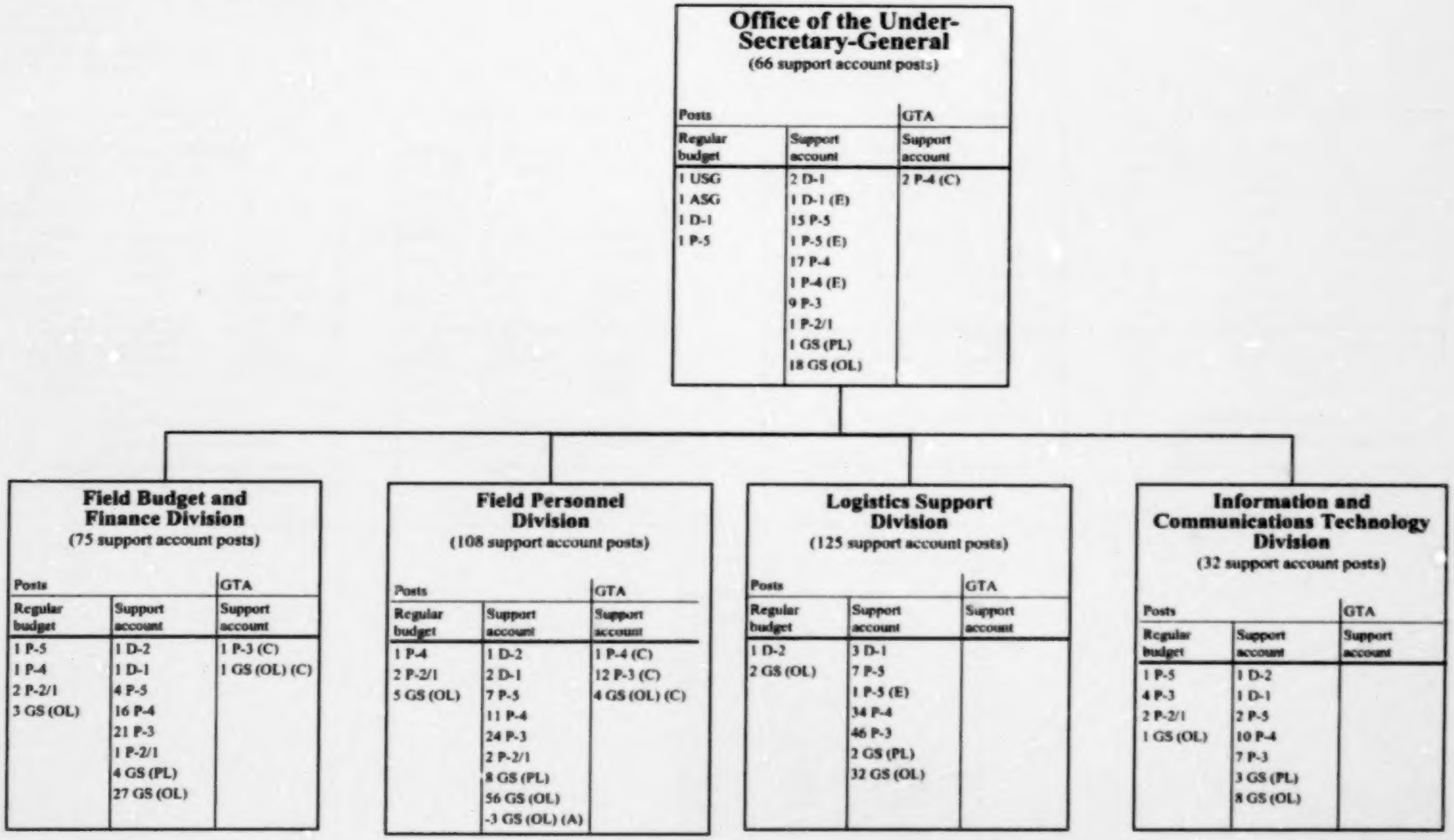

Office of the Special Representative of the Secretary-General
Head of Office
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
1 P-4
1 NGS
Deputy Head of Office
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 NGS
1 P-4
1 P-3
Office of the Chief of Staff
(6 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1 (E)
2 P-4
2 FS
-1 FS (A)
1 NPO (E)
1 NGS
Administrative Support Section
(24 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-4
2 P-3
8 FS
-1 FS (A)
15 NGS
-1 NGS (A)
Political Partnership
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
4 P-4
1 NGS
Institutional and Operational Partnership
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1 (E)
2 NGS
1 P-4
-1 P-4 (A)
Military and Police Operations
(6 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
5 P-4
Mission Support
(4 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
3 P-4
Rule of Law and Security Institutions Unit
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
3 P-4

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex III

Proposed staffing of the Department of Field Support for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(66 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 1 D-1 1 P-5	2 D-1 1 D-1 (E) 15 P-5 1 P-5 (E) 17 P-4 1 P-4 (E) 9 P-3 1 P-2/1 1 GS (PL) 18 GS (OL)	2 P-4 (C)

Field Budget and Finance Division
(75 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 2 P-2/1 3 GS (OL)	1 D-2 1 D-1 4 P-5 16 P-4 21 P-3 1 P-2/1 4 GS (PL) 27 GS (OL)	1 P-3 (C) 1 GS (OL) (C)

Field Personnel Division
(108 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4 2 P-2/1 5 GS (OL)	1 D-2 2 D-1 7 P-5 11 P-4 24 P-3 2 P-2/1 8 GS (PL) 56 GS (OL) -3 GS (OL) (A)	1 P-4 (C) 12 P-3 (C) 4 GS (OL) (C)

Logistics Support Division
(125 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 GS (OL)	3 D-1 7 P-5 1 P-5 (E) 34 P-4 46 P-3 2 GS (PL) 32 GS (OL)	

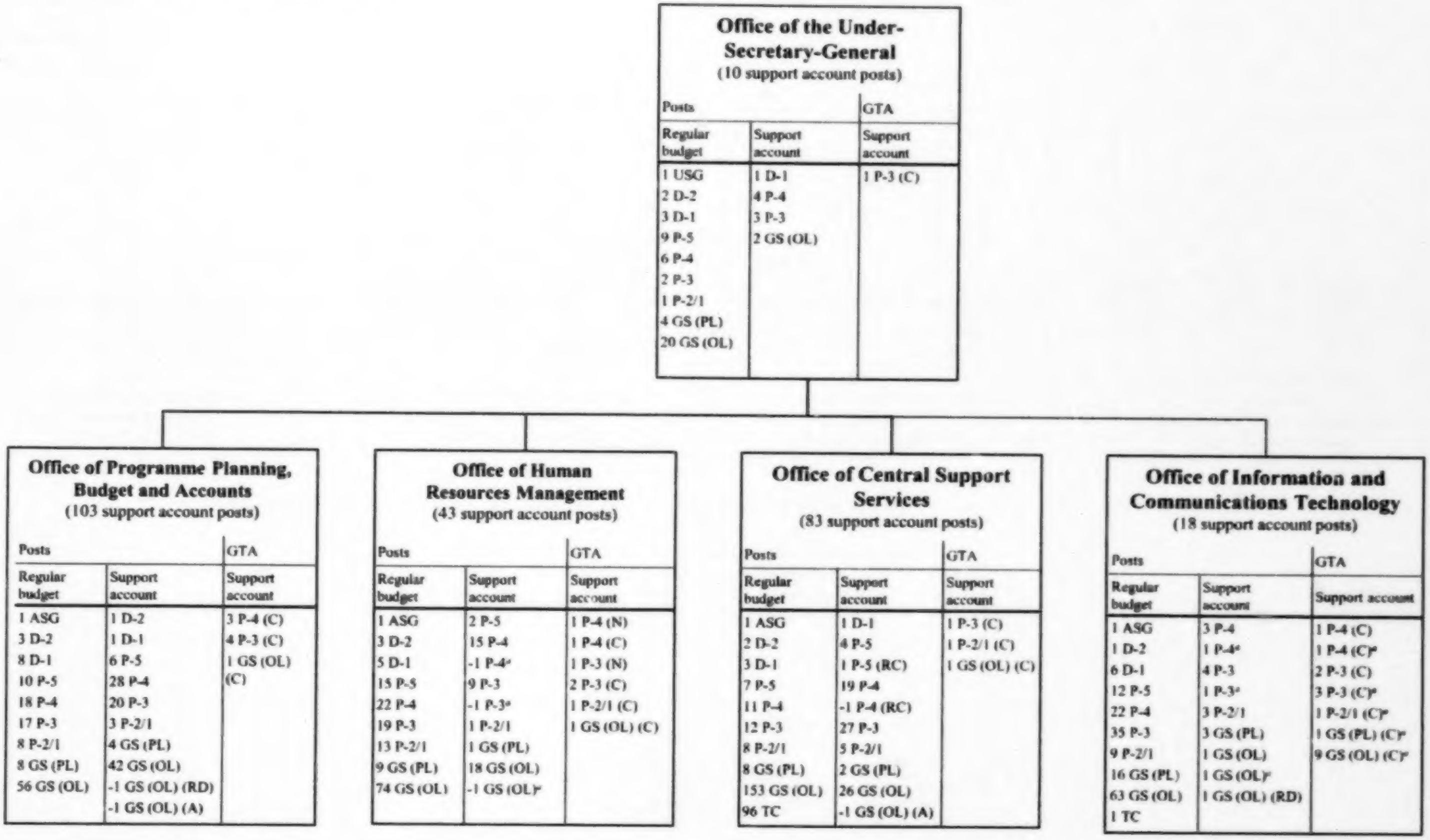
Information and Communications Technology Division
(32 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 4 P-3 2 P-2/1 1 GS (OL)	1 D-2 1 D-1 2 P-5 10 P-4 7 P-3 3 GS (PL) 8 GS (OL)	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IV

Proposed staffing of the Department of Management for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-3 (C)
2 D-2	4 P-4	
3 D-1	3 P-3	
9 P-5	2 GS (OL)	
6 P-4		
2 P-3		
1 P-2/1		
4 GS (PL)		
20 GS (OL)		

Office of Programme Planning, Budget and Accounts
(103 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	3 P-4 (C)
3 D-2	1 D-1	4 P-3 (C)
8 D-1	6 P-5	1 GS (OL) (C)
10 P-5	28 P-4	
18 P-4	20 P-3	
17 P-3	3 P-2/1	
8 P-2/1	4 GS (PL)	
8 GS (PL)	42 GS (OL)	
56 GS (OL)	-1 GS (OL) (RD)	
	-1 GS (OL) (A)	

Office of Human Resources Management
(43 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	1 P-4 (N)
3 D-2	15 P-4	1 P-4 (C)
5 D-1	-1 P-4[a]	1 P-3 (N)
15 P-5	9 P-3	2 P-3 (C)
22 P-4	-1 P-3[a]	1 P-2/1 (C)
19 P-3	1 P-2/1	1 GS (OL) (C)
13 P-2/1	1 GS (PL)	
9 GS (PL)	18 GS (OL)	
74 GS (OL)	-1 GS (OL)[a]	

Office of Central Support Services
(83 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-1	1 P-3 (C)
2 D-2	4 P-5	1 P-2/1 (C)
3 D-1	1 P-5 (RC)	1 GS (OL) (C)
7 P-5	19 P-4	
11 P-4	-1 P-4 (RC)	
12 P-3	27 P-3	
8 P-2/1	5 P-2/1	
8 GS (PL)	2 GS (PL)	
153 GS (OL)	26 GS (OL)	
96 TC	-1 GS (OL) (A)	

Office of Information and Communications Technology
(18 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	3 P-4	1 P-4 (C)
1 D-2	1 P-4[a]	1 P-4 (C)[a]
6 D-1	4 P-3	2 P-3 (C)
12 P-5	1 P-3[a]	3 P-3 (C)[a]
22 P-4	3 P-2/1	1 P-2/1 (C)[a]
35 P-3	3 GS (PL)	1 GS (PL) (C)[a]
9 P-2/1	1 GS (OL)	9 GS (OL) (C)[a]
16 GS (PL)	1 GS (OL)[a]	
63 GS (OL)	1 GS (OL) (RD)	
1 TC		

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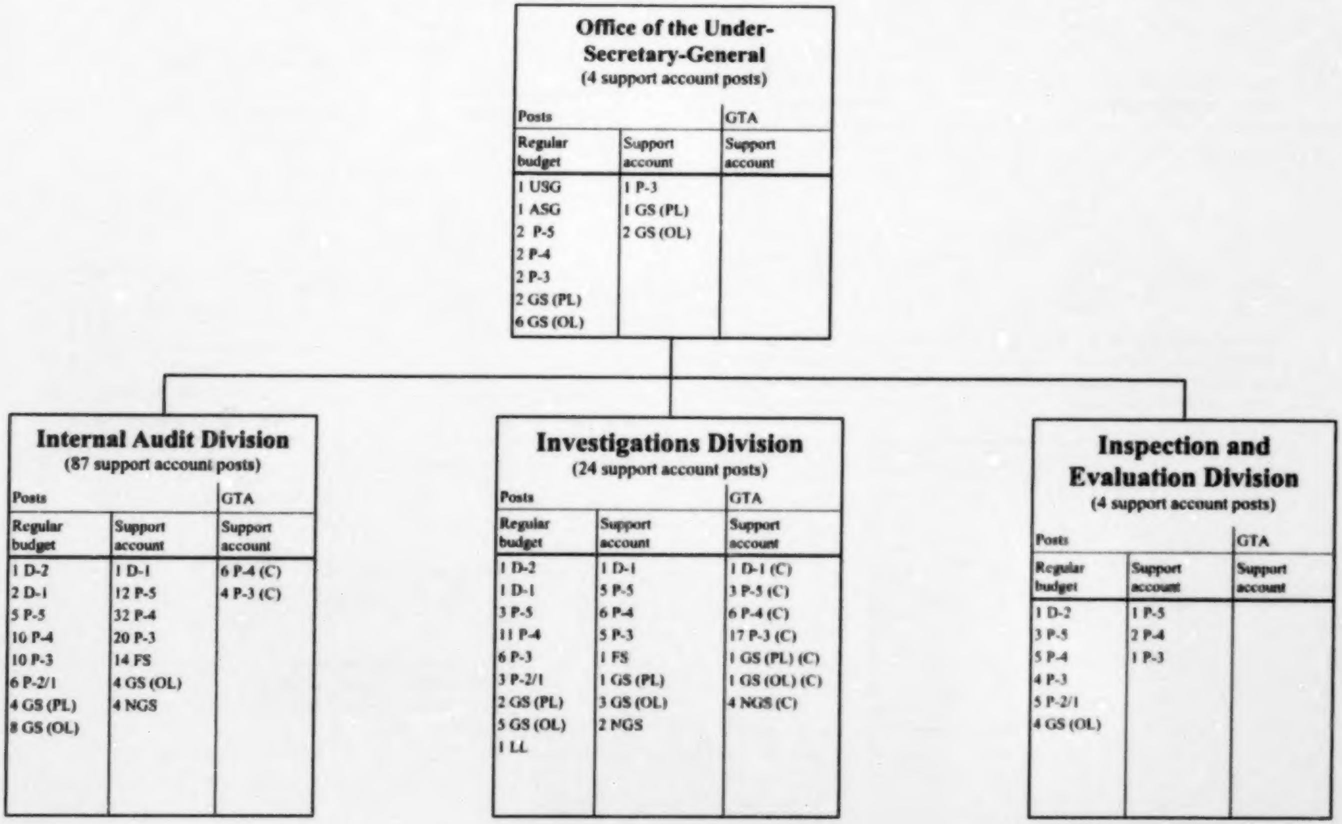
[a] Integration of HRISS to OICT.

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex V

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 P-3	
1 ASG	1 GS (PL)	
2 P-5	2 GS (OL)	
2 P-4		
2 P-3		
2 GS (PL)		
6 GS (OL)		

Internal Audit Division
(87 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 D-1	6 P-4 (C)
2 D-1	12 P-5	4 P-3 (C)
5 P-5	32 P-4	
10 P-4	20 P-3	
10 P-3	14 FS	
6 P-2/1	4 GS (OL)	
4 GS (PL)	4 NGS	
8 GS (OL)		

Investigations Division
(24 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 D-1	1 D-1 (C)
1 D-1	5 P-5	3 P-5 (C)
3 P-5	6 P-4	6 P-4 (C)
11 P-4	5 P-3	17 P-3 (C)
6 P-3	1 FS	1 GS (PL) (C)
3 P-2/1	1 GS (PL)	1 GS (OL) (C)
2 GS (PL)	3 GS (OL)	4 NGS (C)
5 GS (OL)	2 NGS	
1 LL		

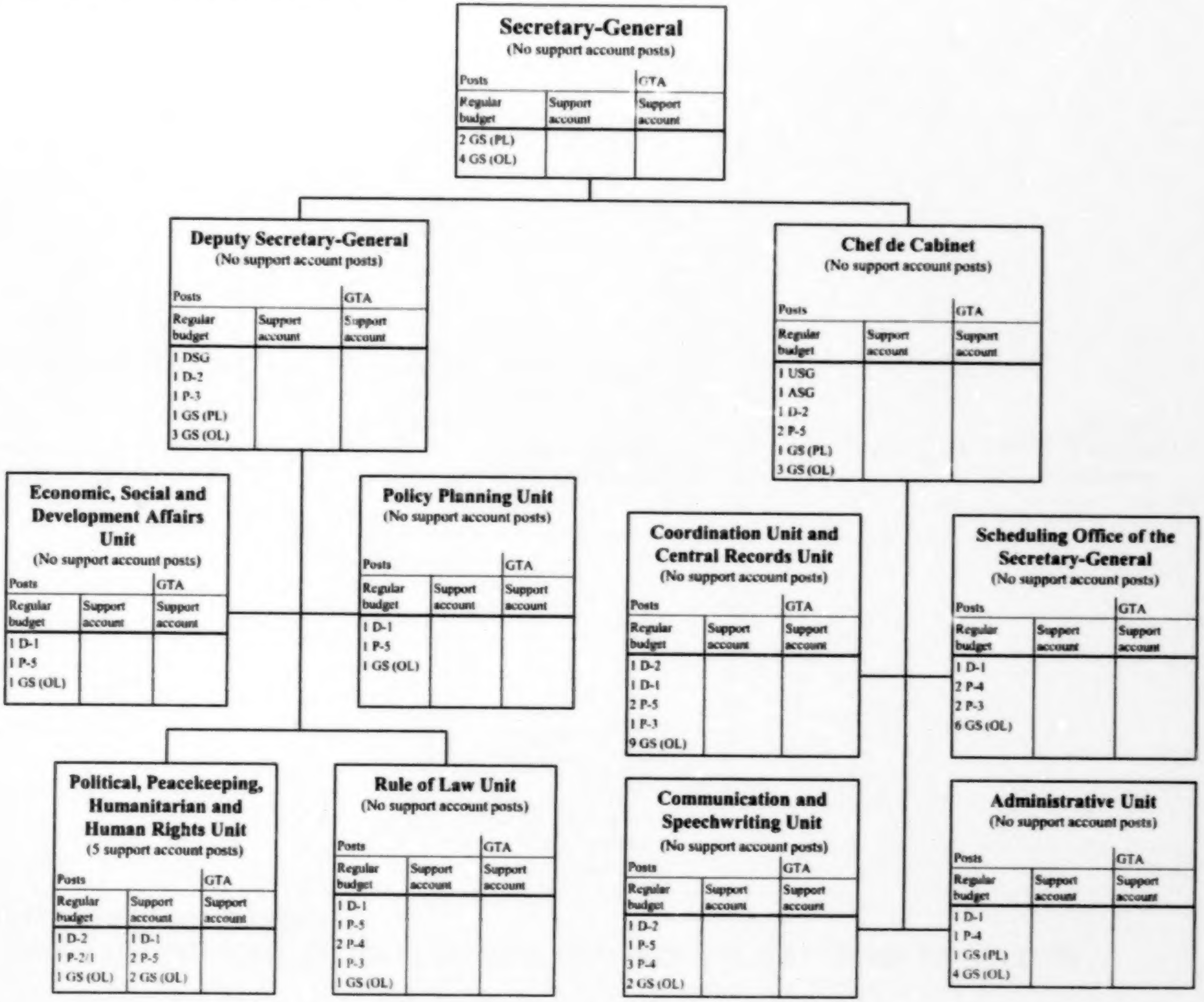
Inspection and Evaluation Division
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
3 P-5	2 P-4	
5 P-4	1 P-3	
4 P-3		
5 P-2/1		
4 GS (OL)		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VI

Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2016 to 30 June 2017


Secretary-General
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
2 GS (PL)
4 GS (OL)
Deputy Secretary-General
(No support account posts)
1 DSG
1 D-2
1 P-3
1 GS (PL)
3 GS (OL)
Chef de Cabinet
(No support account posts)
1 USG
1 ASG
1 D-2
2 P-5
1 GS (PL)
3 GS (OL)
Economic, Social and Development Affairs Unit
(No support account posts)
1 D-1
1 P-5
1 GS (OL)
Policy Planning Unit
(No support account posts)
1 D-1
1 P-5
1 GS (OL)
Coordination Unit and Central Records Unit
(No support account posts)
1 D-2
1 D-1
2 P-5
1 P-3
9 GS (OL)
Scheduling Office of the Secretary-General
(No support account posts)
1 D-1
2 P-4
2 P-3
6 GS (OL)
Political, Peacekeeping, Humanitarian and Human Rights Unit
(5 support account posts)
1 D-2
1 P-2/1
1 GS (OL)
1 D-1
2 P-5
2 GS (OL)
Rule of Law Unit
(No support account posts)
1 D-1
1 P-5
2 P-4
1 P-3
1 GS (OL)
Communication and Speechwriting Unit
(No support account posts)
1 D-2
1 P-5
3 P-4
2 GS (OL)
Administrative Unit
(No support account posts)
1 D-1
1 P-4
1 GS (PL)
4 GS (OL)

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VII

Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2016 to 30 June 2017

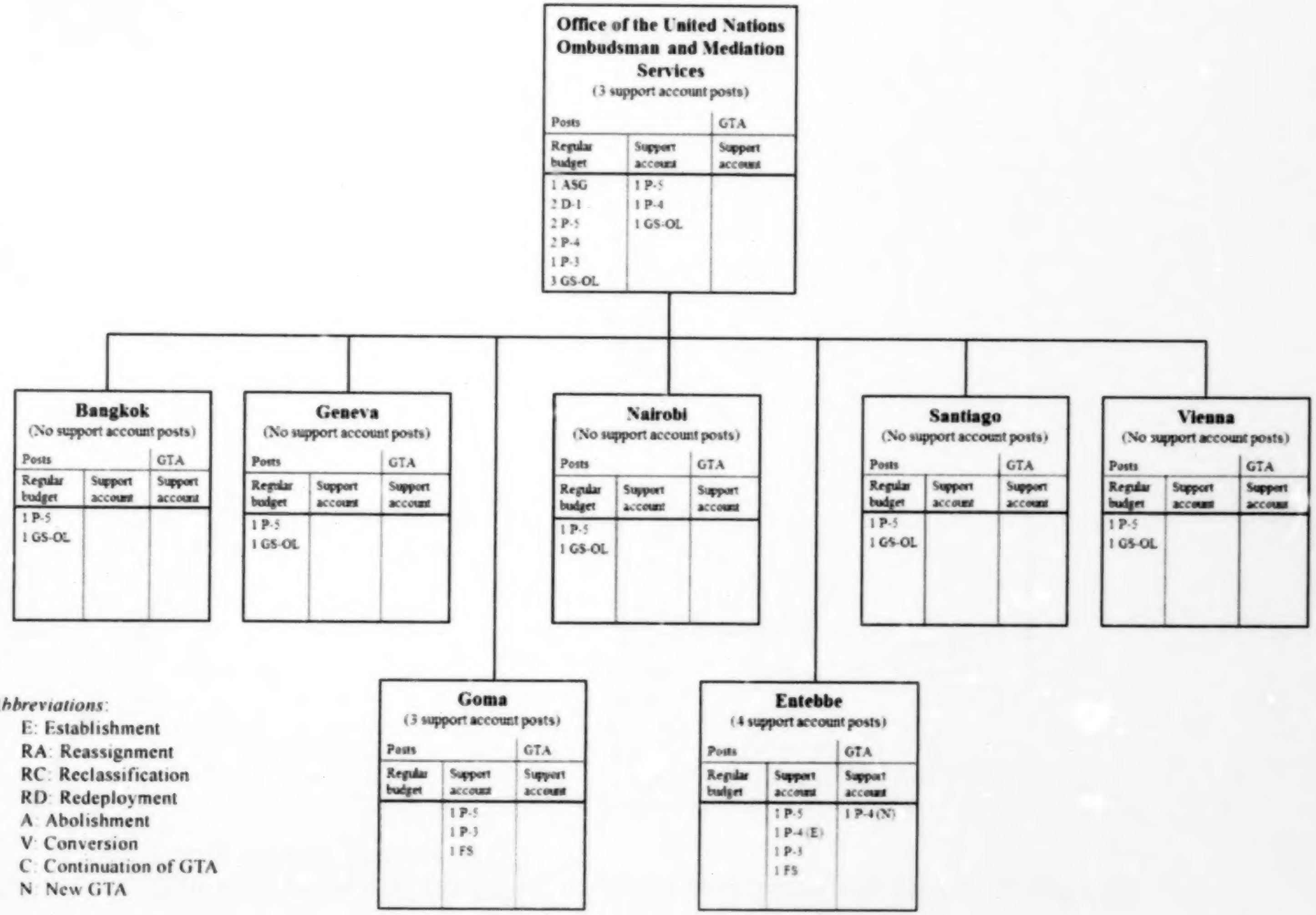
Office of Staff Legal Assistance
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2/1 3 GS (OL)	Nairobi 1 P-3 (V)	
Geneva 1 P-3		
Nairobi 1 P-3		
Beirut 1 P-3		
Addis Ababa 1 P-3		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VIII

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2016 to 30 June 2017


Office of the United Nations Ombudsman and Mediation Services
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
2 D-1
2 P-5
2 P-4
1 P-3
3 GS-OL
1 P-5
1 P-4
1 GS-OL
Bangkok
(No support account posts)
1 P-5
1 GS-OL
Geneva
(No support account posts)
1 P-5
1 GS-OL
Nairobi
(No support account posts)
1 P-5
1 GS-OL
Santiago
(No support account posts)
1 P-5
1 GS-OL
Vienna
(No support account posts)
1 P-5
1 GS-OL
Goma
(3 support account posts)
1 P-5
1 P-3
1 FS
Entebbe
(4 support account posts)
1 P-5
1 P-4 (E)
1 P-3
1 FS
1 P-4 (N)

Abbreviations:
E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IX

Proposed staffing of the Ethics Office for the period from 1 July 2016 to 30 June 2017

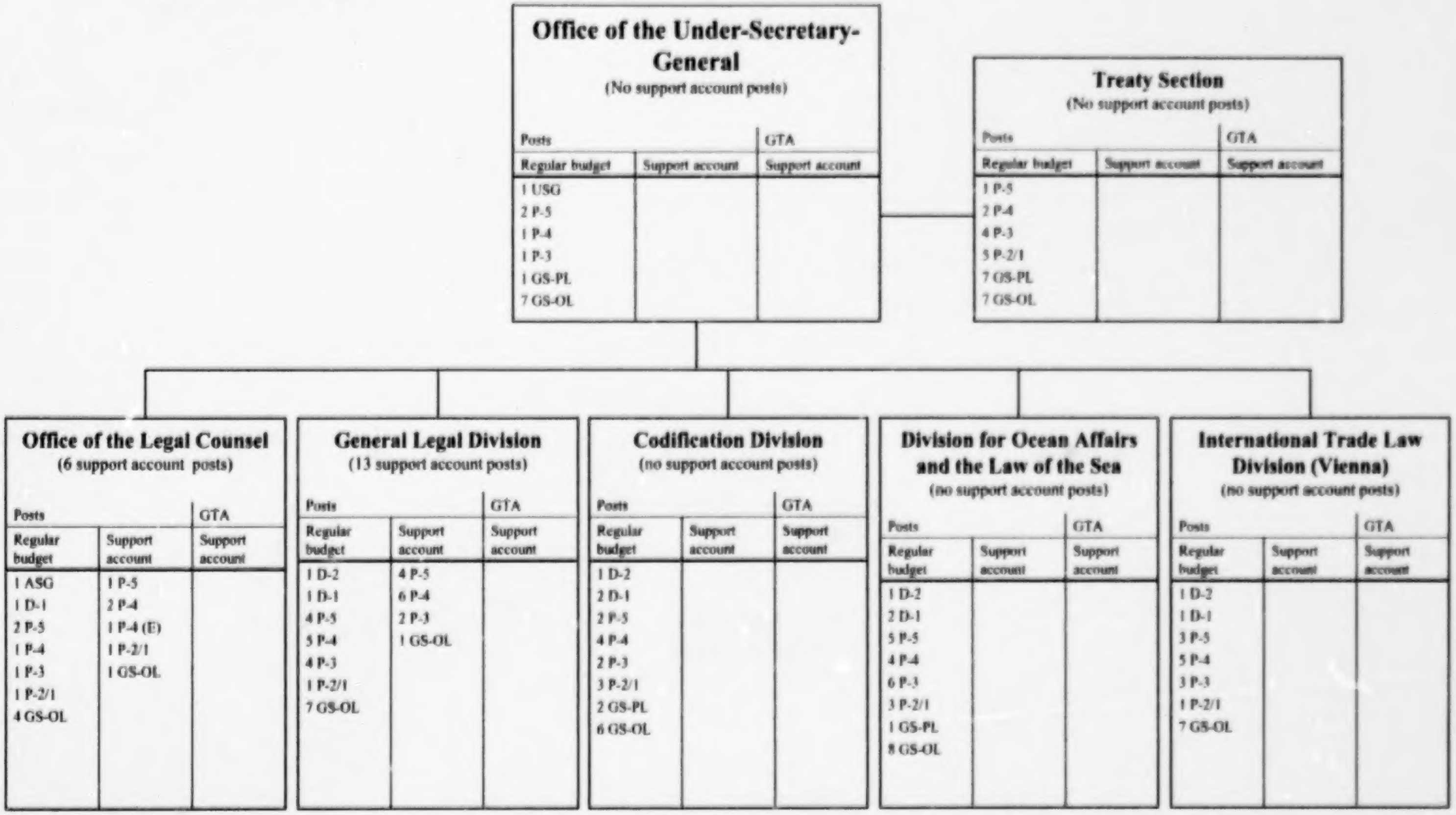
Ethics Office
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2/1 1 GS-PL 1 GS-OL	1 P-5 1 P-3 1 GS-OL	

Abbreviations:
- E: Establishment
- RA: Reassignment
- RC: Reclassification
- RD: Redeployment
- A: Abolishment
- V: Conversion
- C: Continuation of GTA
- N: New GTA

Annex X

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 1 P-4 1 P-3 1 GS-PL 7 GS-OL		

Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 2 P-4 4 P-3 5 P-2/1 7 GS-PL 7 GS-OL		

Office of the Legal Counsel
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2/1 4 GS-OL	1 P-5 2 P-4 1 P-4 (E) 1 P-2/1 1 GS-OL	

General Legal Division
(13 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 5 P-4 4 P-3 1 P-2/1 7 GS-OL	4 P-5 6 P-4 2 P-3 1 GS-OL	

Codification Division
(no support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 4 P-4 2 P-3 3 P-2/1 2 GS-PL 6 GS-OL		

Division for Ocean Affairs and the Law of the Sea
(no support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 4 P-4 6 P-3 3 P-2/1 1 GS-PL 8 GS-OL		

International Trade Law Division (Vienna)
(no support account posts)

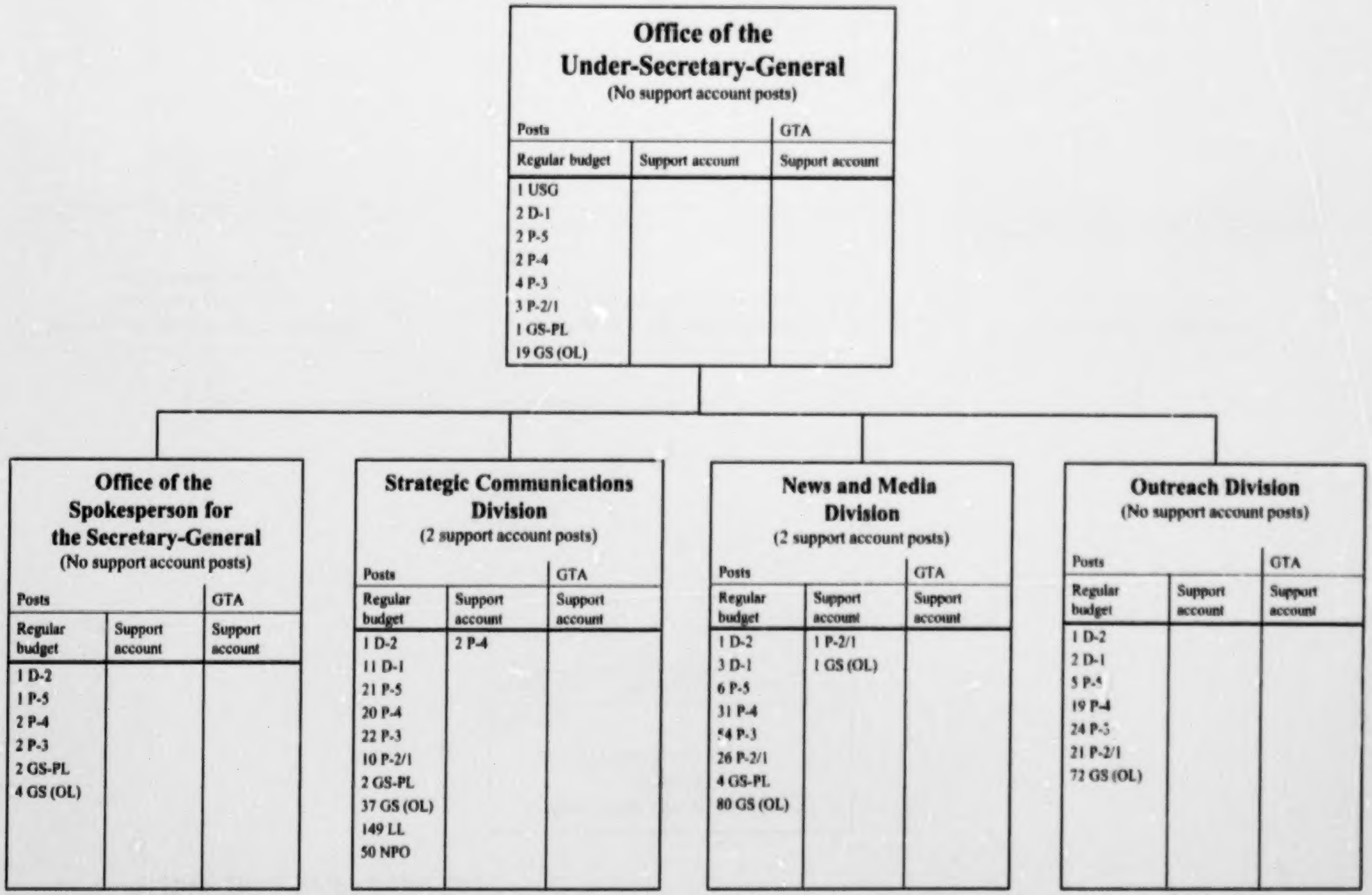
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 5 P-4 3 P-3 1 P-2/1 7 GS-OL		

Abbreviations:

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XI

Proposed staffing of the Department of Public Information for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-1 2 P-5 2 P-4 4 P-3 3 P-2/1 1 GS-PL 19 GS (OL)		

Office of the Spokesperson for the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 2 P-4 2 P-3 2 GS-PL 4 GS (OL)		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 11 D-1 21 P-5 20 P-4 22 P-3 10 P-2/1 2 GS-PL 37 GS (OL) 149 LL 50 NPO	2 P-4	

News and Media Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 6 P-5 31 P-4 54 P-3 26 P-2/1 4 GS-PL 80 GS (OL)	1 P-2/1 1 GS (OL)	

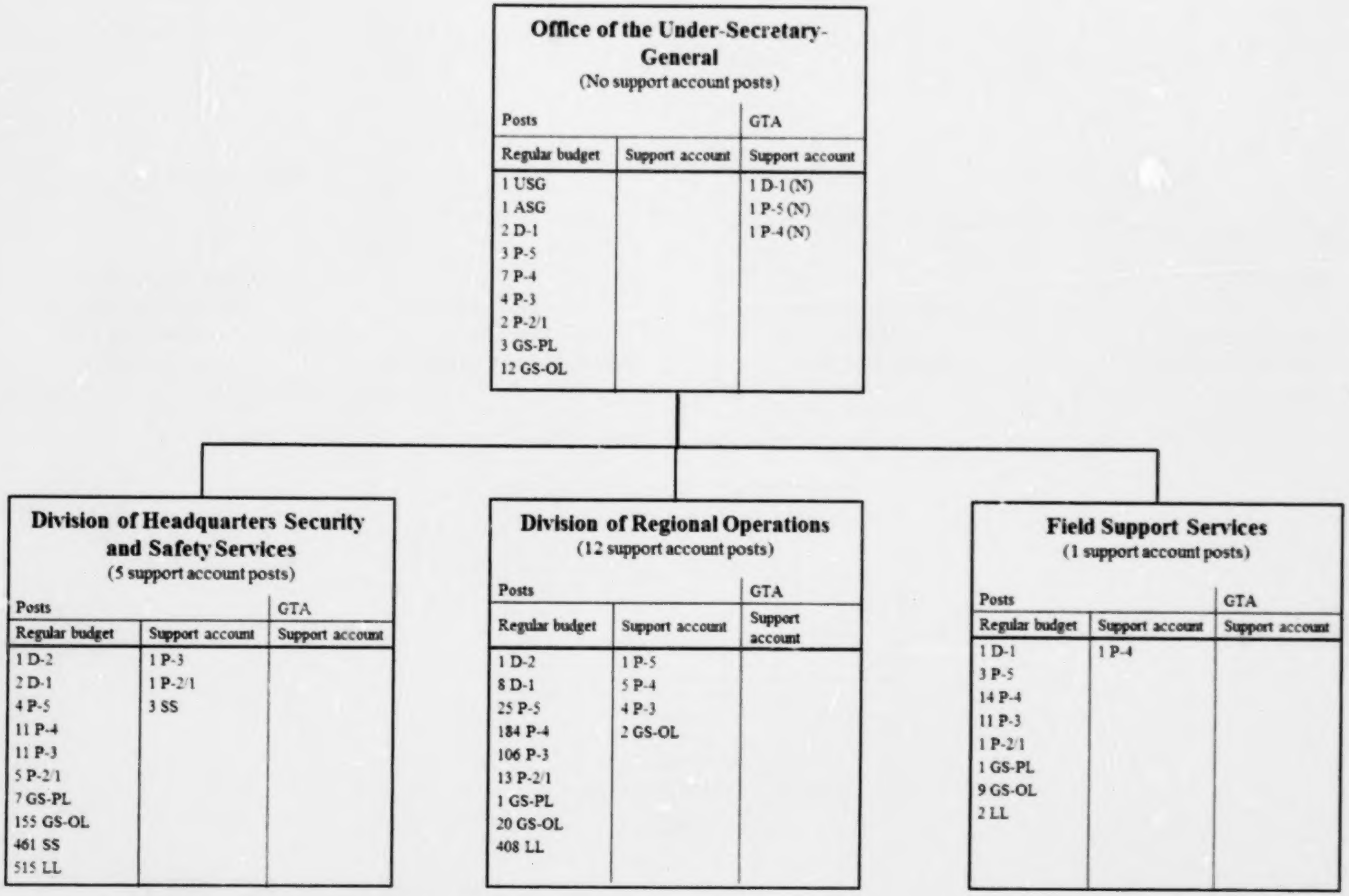
Outreach Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 19 P-4 24 P-3 21 P-2/1 72 GS (OL)		

Abbreviations: E: Establishment; RA: reassignment; RC: reclassification; RD: redeployment; A: abolishment; V: conversion; C: continuation of GTA; N: new GTA.

Annex XII

Proposed staffing of the Department of Safety and Security for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 7 P-4 4 P-3 2 P-2/1 3 GS-PL 12 GS-OL		1 D-1 (N) 1 P-5 (N) 1 P-4 (N)

Division of Headquarters Security and Safety Services
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 11 P-4 11 P-3 5 P-2/1 7 GS-PL 155 GS-OL 461 SS 515 LL	1 P-3 1 P-2/1 3 SS	

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 8 D-1 25 P-5 184 P-4 106 P-3 13 P-2/1 1 GS-PL 20 GS-OL 408 LL	1 P-5 5 P-4 4 P-3 2 GS-OL	

Field Support Services
(1 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 14 P-4 11 P-3 1 P-2/1 1 GS-PL 9 GS-OL 2 LL	1 P-4	

Abbreviations: E: Establishment; RA: reassignment; RC: reclassification; RD: redeployment; A: abolishment; V: conversion; C: continuation of GTA; N: new GTA.

Annex XIII

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2016 to 30 June 2017

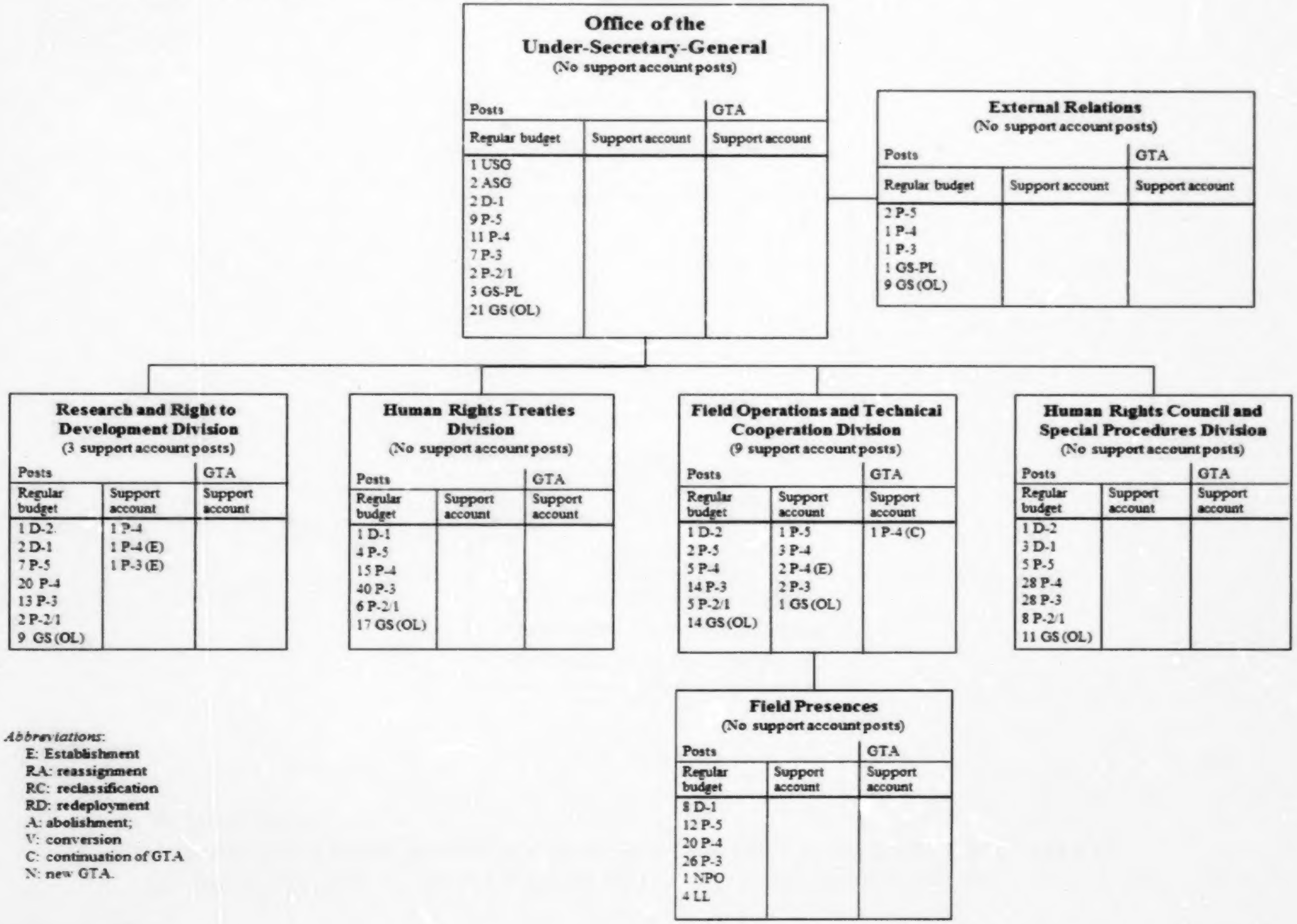
Secretariat of the Advisory Committee on Administrative and Budgetary Questions
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS-PL 2 GS-OL	1 P-4 (V)	1 P-5 (C)

Abbreviations:
- E: Establishment
- RA: Reassignment
- RC: Reclassification
- RD: Redeployment
- A: Abolishment
- V: Conversion
- C: Continuation of GTA
- N: New GTA

Annex XIV

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2016 to 30 June 2017



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 ASG 2 D-1 9 P-5 11 P-4 7 P-3 2 P-2/1 3 GS-PL 21 GS (OL)		

External Relations
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-5 1 P-4 1 P-3 1 GS-PL 9 GS (OL)		

Research and Right to Development Division
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 7 P-5 20 P-4 13 P-3 2 P-2/1 9 GS (OL)	1 P-4 1 P-4 (E) 1 P-3 (E)	

Human Rights Treaties Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 4 P-5 15 P-4 40 P-3 6 P-2/1 17 GS (OL)		

Field Operations and Technical Cooperation Division
(9 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 P-5 5 P-4 14 P-3 5 P-2/1 14 GS (OL)	1 P-5 3 P-4 2 P-4 (E) 2 P-3 1 GS (OL)	1 P-4 (C)

Human Rights Council and Special Procedures Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 5 P-5 28 P-4 28 P-3 8 P-2/1 11 GS (OL)		

Field Presences
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
8 D-1 12 P-5 20 P-4 26 P-3 1 NPO 4 LL		

Abbreviations:
E: Establishment
RA: reassignment
RC: reclassification
RD: redeployment
A: abolishment;
V: conversion
C: continuation of GTA
N: new GTA.

Annex XV

Summary of follow-up action taken to implement requests of the General Assembly in its resolutions 69/307 and 69/308, requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly and recommendations of the Board of Auditors

A. General Assembly

Cross-cutting issues

(Resolution 69/307)

Decision/request	*Action taken to implement decision/request*
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, and requests the Secretary-General to expedite the development of the e-learning programme and to deploy it as soon as possible (para. 55)	The Secretariat has developed the e-learning programme and its detailed course content and storyboards were completed. As at 31 January 2016, the material is being transferred into an online format, with a pilot envisaged to be deployed by May 2016. Subsequently, the Integrated Training Service of DPKO/DFS will facilitate the deployment and delivery to mission staff and personnel
Requests the Secretary-General to develop scalability models to inform the resource requirements for the support account, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe and to report thereon at the second part of its resumed seventieth session (para. 63)	While the budgetary proposals for the support account are, as a matter of practice, carefully scrutinized on an annual basis, taking into account operational requirements of peacekeeping missions, an extensive review of the overall capacity of the support account, also taking into account evolving mandates and priorities of the Organization as well as the principles underpinning the use of the support account, is envisaged to take place in the 2016/17 financial period (see A/70/749, sect. X.C)

Support account

(Resolution 69/308)

Decision/request	*Action taken to implement decision/request*
Further reaffirms the need for effective and efficient administration and financial management of peacekeeping operations, and urges the Secretary-General to continue to identify measures to increase the productivity and efficiency of the support account (para. 7)	The Secretariat continues to reprioritize its resources to address changing and evolving support requirements within existing resources, namely, additional planning support for anticipated missions and the redeployment of resources to address priorities addressed by the High-level Independent Panel on Peace Operations. In addition, proposals have been made in which the Secretariat identified efficiencies through shifting resources among geographical locations. The support account is reviewed annually and aligned to the strategic priorities and emerging changes in peacekeeping operations. The realignment of the support account resources adjusts the scale of the support account to the operating environment through the absorption of new activities, restructuring, resource redeployments and abolishment
Reiterates its request to the Secretary-General to review the level of the support account on a regular basis, taking into consideration the number, size and complexity of peacekeeping operations (para. 11)	The budgetary proposals for the support account are, as a matter of practice, carefully scrutinized on an annual basis, taking into account operational requirements of peacekeeping missions The Secretariat bases its support account resource proposals on a thorough analysis of the post and non-post requirements, taking into full account the number, size and complexity of missions and the resulting workload absorption capacity, the distribution of workload and actual responsibilities, functions performed, actual and expected workload drivers, based on statistics and expected outputs, and the business improvements made in the Organization Proposals have been made in which the Secretariat identified efficiencies through the shifting of resources among geographical locations, such as transfers of the Standing Police Capacity and civilian predeployment training team. In addition, resources no longer required to backstop peacekeeping operations have been proposed for abolishment or discontinuation to prioritize activities in the areas such as were highlighted in the recommendations by the Independent Panel

Decision/request	*Action taken to implement decision/request*
Emphasizes that support functions should be scalable to the size and scope of peacekeeping operations (para. 12)	In the mission based offices under the support account, proposals have been made to shift resources from downsizing missions to new missions and priority areas. Proposals have also been made to abolish and establish posts and positions to align the resources to the emerging requirements of the peacekeeping missions The Secretariat has over the years demonstrated its approach to scalability and recently through reorganizing the Office of Operations in light of changing mission support requirements, e.g., by adding mission specific support functions for MINUSMA and MINUSCA and reducing requirements when missions no longer require support While the budgetary proposals for the support account are, scrutinized on an annual basis, an extensive review of the overall capacity of the support account, also taking into account evolving mandates and priorities of the Organization as well as the principles underpinning the use of the support account is envisaged to take place in the 2016/17 financial period

B. Advisory Committee on Administrative and Budgetary Questions

(A/69/860)

Request/recommendation	*Action taken to implement request/recommendation*
The Committee considers that there may be a more suitable format for presenting summary data on the financial and human resources dedicated to United Nations peacekeeping and encourages the Secretary-General to explore presentational improvements in the next budget report of the support account in order to facilitate understanding and comparisons between financial periods (para. 5)	In line with the recommendation, to facilitate understanding and comparisons between financial periods, the table in paragraph 1 presenting summary data on the financial and human resources dedicated to United Nations peacekeeping has been improved and is now in line with what is presented in the Secretary-General's report on overview of the financing of the United Nations peacekeeping operations (A/70/749)
The Advisory Committee is of the view that the application of the higher vacancy rate to the estimates for new posts and positions provides a more realistic and accurate reflection of the time taken to fill these new posts and positions and, on that basis, does not concur with the change proposed by the Secretary-General to apply the same vacancy rates to the estimates for both new and continuing posts and positions. In addition, the Advisory Committee reiterates that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases in which the proposed	In line with the recommendation, the budget estimation for the 2016/17 period was prepared on the basis of the actual average vacancy rates for the first six months of the 2015/16 period for all continuing posts and positions. For new posts and positions, vacancy rates of 50 per cent and 35 per cent, respectively for the Professional category and above and the General Service category, are being used

Request recommendation	*Action taken to implement request recommendation*
budgeted rates differ from the actual rates at the time of the preparation of the budget, clear justification should be provided in related budget documents for the rates used (para. 22)	
In order to ensure that budget proposals are transparent and that costs are properly apportioned where most appropriate, the Committee recommends that future peacekeeping support account, overview and budget reports should provide a detailed explanation justifying any indirect cost apportionments relating to specific cross-cutting projects, based on a clear set of guiding principles (para. 28)	A detailed explanation on the indirect costs related to cross-cutting projects, including Umoja implementation, is provided in the Secretary-General's report on overview of the financing of the United Nations peacekeeping operations (A/70/749)
The Advisory Committee reiterates the view that the criteria applied by the Secretary-General in proposing the conversion of general temporary assistance positions to posts need to be more coherent and that general temporary assistance is intended for functions of a temporary nature (para. 53)	In line with the recommendation, all proposals for the conversion of general temporary assistance positions contained in the current budget report are based on the criteria of their being continued for more than four years and their functions deemed to be continuing in nature
While acknowledging the efforts made to reduce the level of resources under this category, the Advisory Committee encourages the Secretary-General to continue to rationalize the use of consultants and to build his in-house capacity and use it to the fullest (para. 57)	Consultants are engaged under various circumstances only when it is deemed necessary and efficient, including in cases such as to: provide expertise in areas in which the Secretariat lacks specialized technical skills; carry out independent assessment and evaluation of the Organization; train staff to build specific capacities; and bridge short-term specific requirements The 2016/17 support account proposal also includes additional consultancies to implement an assessment centre and a mentoring programme for senior staff in field missions as well as resources for the finalization of the supply chain project. Every effort is made to rationalize the use of consultants for such purposes and, for each consultancy, an assessment is made whether the expertise and/or capacity required could be better addressed through staff resources
The Advisory Committee expects that the classification exercise will serve as an objective means to align existing job functions with their appropriate levels. The Committee looks forward to receiving information on the outcome of the exercise in future reports to the General Assembly (para. 60)	A mission-wide classification exercise has been initiated in which unclassified authorized posts, up to and including the D-1 level, in field missions and field service centres are being classified on the basis of classified job descriptions. The first phase of the project, the development of a repository of classified job descriptions for functions applicable to the field, has been completed. The second and last phase, the actual classification of mission posts, is under way and preliminary results have been communicated to 76 per cent of peacekeeping missions thus far

Request recommendation	*Action taken to implement request recommendation*
Taking into account the foregoing observations, the Advisory Committee is of the view that insufficient attention has been given to the implementation of General Assembly resolution 67/254 A on the standards of air travel, in particular, the 16-day advance booking of tickets. The Committee is also of the view that greater emphasis on the utilization of videoconferencing; stricter application of the rules on the use of economy class travel for all training-related and knowledge-sharing activities; the further review of the number of staff travelling on each trip; and the possibility of combining trips, whenever possible, could yield further cost reductions and keep the growing cost of official travel under control, while ensuring the full implementation of mandated activities. Furthermore, the Committee considers that such measures, in addition to reducing travel costs, could reduce the disruptive effect that frequent or extended absences can have on the day-to-day work of staff and on programme delivery. Consequently, after taking into account the reductions recommended in paragraph 64 above, and notwithstanding the amount of $50,000 that the Committee has recommended to be added to the budget of the Logistics Support Division of the Department of Field Support, the Advisory Committee recommends a 10 per cent overall reduction in the level of resources proposed for official travel and encourages the Secretary-General to increase his efforts to consolidate different meetings and training activities taking place at the same destinations and to minimize the number of travellers on any given trip (para. 67)	Travel requirements for the support account proposed budget for 2016/17 have been budgeted in line with the relevant resolutions on air travel The Secretariat has continued its wide efforts in promulgating the relevant policy rules, in particular, the comprehensive instruction on all travel policy changes required by the General Assembly in resolution 67/254, and the requirements to review alternative methods such as videoconferencing and audioconferencing before certifying travels In the substantive areas, meetings have been combined, where possible; multiple travels have been combined into a single journey by scheduling visits to several field missions in one outreach travel; and videoconferencing has been employed, where possible However, the mandate of the Secretariat involves many urgent and exigent travel requirements owing to the highly volatile security and political context and the Secretariat will continue to face non-compliant travel requests. In such situations, the Secretariat may not be in a position to decline or delay such travel for an additional 16 days
The Advisory Committee notes the efforts made by the United Nations Office to the African Union to rationalize its vehicle fleet. Considering that some of the staffing posts supported by the vehicle fleet are funded from the regular budget, the Committee is of the view that the vehicle costs of the Office should be shared proportionately between the regular budget and the support account. In addition, the Advisory Committee recommends that the Office be requested to report on its cost reimbursement arrangements in future budget performance reports (para. 77)	The costs related to the regular budget were reversed out of the support account and reported under the regular budget for 2014-2015. The same process is currently being undertaken for 2015/16; however, there is a need to regularize the process in the context of the regular budget, which is still limited by the budget ceiling. The costs related to support provided to other missions/offices are reimbursed through the commitment of funds provided by the respective missions/offices

Request recommendation	*Action taken to implement request/recommendation*
The Advisory Committee reiterates the need for the Secretary-General to fill vacant posts expeditiously. The Committee is of the view that there may be a correlation between the high vacancy rates in the Office and the delays in the delivery of its mandated outputs and, in that regard, urges the Office to intensify its efforts to recruit and select suitable candidates to fill the vacant posts (para. 86)	**OIOS has implemented several special measures such as the active creation and use of rosters, including the provision of dedicated resources for OIOS in OHRM so as to expedite certain key processes such as classification and reference checking. The results of such efforts are to be realized when all the selected candidates report for duty**
The Advisory Committee recognizes the significance of developing learning modules aimed at fraud prevention and ethical conduct and trusts that the efforts made by the two Offices in this regard will be coordinated to achieve both efficiency and coherence (para. 99)	**The Ethics Office and OIOS have consulted and will continue to coordinate the requirements and content for the training modules to achieve efficiency and coherence in terms of training related to fraud prevention. The training module must be developed in line with the Secretariat anti-fraud/anti-corruption policy to support its implementation and adoption. The development of the e-learning module has stalled, however, owing to (a) the lack of progress on the policy and its non-implementation by the Secretariat, and (b) a lack of training capacity in OIOS to manage the development and implementation of the training. OIOS has proposed the augmentation of its capacity to provide investigations training in the 2016-2017 regular budget and notes that further resources are required under the support account to further augment its ability to provide for the investigations training needs of peacekeeping missions**

C. Board of Auditors

(A/69/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that: (a) the Administration take effective steps to enforce and monitor compliance with the advance purchase policy by staff and missions; and (b) the Regional Service Centre review the reasons for non-compliance with the administrative instruction and identify areas for improvement, including the streamlining and monitoring of the granting of approval for travel claims (para. 64)	Travel management — violation of advance ticket purchase policy See the response to the recommendation of the Advisory Committee in paragraph 67 above
The Board recommends that: (a) the format of the travel request forms being used by the Department of Peacekeeping Operations and the Department of Field Support be revised to include certification by the programme manager in accordance with the extant instructions; and (b) the issuance of such certificates be insisted upon before the granting of approval for the proposed travel (para. 70)	Travel management — high level of expenditure in outside travel despite the use of video teleconferencing The recommendation has been fully implemented by DPKO/DFS in its legacy systems and is now an integral part of the Umoja travel solution
The Board reiterates its recommendation that the Administration continue its efforts to eliminate excess holdings of light passenger vehicles (para. 168)	Vehicle management — deficiencies in vehicle fleet management The Logistics Support Division of DFS implemented a robust system of reviewing the number of mission light passenger vehicles against a mission's authorized holdings. Owing to the ongoing process of mission drawdown, staffing review exercises and/or changes in mission mandates, mission authorized holdings are being reduced every year. The reduction of the light passenger vehicle fleet is directly associated with the reduction of the number of staff present at the mission area. This drawdown, which in almost all cases is completed at the end of a given financial year, is the starting point to initiate the write-off and disposal procedures of the vehicles that, owing to the lead time to complete such procedures, extend in most cases beyond the end of the financial year. The Division has achieved an overall compliance with the authorized holdings of 92.52 per cent in the last fiscal year Furthermore, in line with the United Nations environmental goals for 2020, DFS is currently focused on adopting new measures to minimize the environmental footprint of transportation assets while considering a strategy to transform the overall composition of the vehicle fleet to embrace more environmentally friendly and cost-effective vehicles

Request recommendation	*Action taken to implement request recommendation*
The Board recommends that payment procedures be streamlined so that prompt payment discounts may be claimed. There should be strict timelines for the processing of fuel bills, coupled with robust mechanisms for the monitoring of those timelines (para. 172)	Fuel management — excess consumption of fuel The recommendation has been implemented and is an ongoing business practice. In the overall context of prompt payment discounts, missions have established systems to ensure timely payments to secure established discounts and monitor the process. The instances of invoices that were not processed were not caused by systemic problems but by operational challenges and constraints and are singular in nature
The Board recommends that the Administration closely monitor the implementation of the aviation information management system, not only at the three pilot missions, but subsequently across all missions, and obviate any further slippages (para. 176)	Air transportation — weakness in air transport management Implementation of the aviation information management system has been completed in most of the missions, which now use its online features to record aircraft utilization. The system is at the start-up phase in MINUSMA and was recently deployed in UNSOS. DFS will commence the development of phase 2, which will include: (a) the development of an interface between the aviation information management system and Umoja to facilitate faster and more accurate processing of invoices; and (b) development of an interface between the aviation information management system and the satellite tracking system, with the aim of automating the generation of aircraft utilization reports, including the provision of real-time validated information. Phase 2 will also include a module that will allow missions to record "in mission" expenses, such as fees paid by air operators for air navigation or ground services, and more rapidly reimburse vendors for these costs at the local level. Further enhancements will also include the addition of dashboards that will provide consolidated information through a graphical interface
The Board recommends that the monitoring of construction projects be further strengthened and that missions be advised to submit their reports with all details so as to enable effective monitoring and redress of any impediments to the timely completion of the projects (para. 198)	Construction project management — deficiencies in construction project management The Engineering Section of the Logistics Support Division in DFS regularly reviews and monitors field mission construction projects and has requested field missions to report regularly on its status and completion